



24th Annual Logistics Conference & Exhibition

"Synchronizing Global Defense Logistics: Partners, Performance, and People"

10 – 13 March 2008

Miami, Florida

Agenda

Tuesday, 11 March 2008

Government Keynote: Lt Gen Glenn F. Spears, USAF, Deputy Commander, USSOUTHCOM

Industry Keynote: Mr. Richard Yuse, President, Raytheon Technical Services

Panel: DoD Lifecycle Logistics

- CAPT Michael Jaggard, USN (Ret), Chief of Staff/Policy for Deputy Assistant Secretary of the Navy

Luncheon Speaker: MG Mike Sumrall, ARNG, Assistant to the Chairman, Joint Chiefs of Staff for National Guard Matters

Panel: Logistics Operations in Domestic Disaster Response

- COL Juan Arcococha, USA, Deputy Director for Logistics and Engineering, USNORTHCOM
- MG John Basilica, Jr., ARNG, Director of Logistics, J4, National Guard Bureau
- MG Charles Fletcher, USA, Director of Operations (J3), USTRANSCOM
- Mr. Eric Smith, Assistant Administrator, Directorate of Logistics, FEMA

Panel : Logistics Transformation from an International Perspective

- MG Daniel Benjamin, Commander, Canadian Operational Support Command

Wednesday, 12 March 2008

Keynote Address: LTG C.V. Christianson, USA, Director for Logistics, J4, The Joint Staff

Panel: Joint Logistics Fireside Chat

- LTG Ann Dunwoody, USA, Deputy Chief of Staff, G4

Panel: Logistics Information: The Critical Enabling Capability

Moderator: Lt Gen Charles Croom, Jr., USAF, Director, DISA

Panelists:

- Mr. Christopher Beiswenger, Vice President, Enterprise Solutions, Computer Sciences Corporation Federal Consulting
- Mr. David Falvey, Program Executive Officer, J-62, DLA

Panel: Logistics Sustainment Reset: Are We Meeting the Challenge?

Moderator: LTG William Mortensen, USA, Deputy Commander, Army Materiel Command

Panelists:

- Mr. Alan Estevez, Principal Assistant Deputy Under Secretary of Defense (Logistics & Materiel Readiness), OSD
- RADM Alan Thompson, USN, Commander, NAVSUPSYSCOM
- Mr. Michael Madden, Executive Deputy, MARCORLOGCOM

Thursday, 13 March 2008

Shaping the Logistics Profession: NDIA Human Capital Report

Mr. Joe Grosson, Corporate Director of Logistics, Lockheed Martin Corporation

Panel: Logistics Human Capital–Future Logisticians: Report on Initiatives Underway

Moderator: Mr. Jim Hall, ADUSD, Logistics Plans and Studies, OSD

Panelists:

- Mr. Mike Aimone, Assistant DCS/Logistics, Installations & Mission Support, United States Air Force
- Mr. Frank Anderson, President, DAU
- RADM Mark Harnitchek, SC USN, J5, USTRANSCOM
- Ms. Patrice Jackson, Senior Manager, Focused Logistics Human Capital, Lockheed Martin Corporation

Panel: Educating Future Logisticians

Panelists:

- Mr. Randy Fowler, Director, Learning Capabilities Integration Center, DAU
- Dr. Alex Miller, Dean, Center for Executive Education, University of Tennessee
- Mr. Tony Myers-Burton, Client Delivery Executive, EDS
- Dr. Paul Needham, Professor of Logistics, Industrial College of The Armed Forces

Panel: Joint Operational Logistics–Seamless Logistics? The View from the Operational Commander

Moderator: RADM Mike Lyden, USN, N41

Panelists:

- BG Steve Anderson, USA, Deputy G4
 - Brig Gen Frederick Martin, USAF, Deputy Director, Operations and Logistics, USAFRICOM
 - COL Ned Woolfolk, USA, Director, J4, USSOUTHCOM

24th ANNUAL NATIONAL **LOGISTICS** CONFERENCE & EXHIBITION

Synchronizing Global Defense Logistics: Partners, Performance, and People



MARCH 10-13, 2008
WWW.NDIA.ORG/MEETINGS/8730

CONFERENCE BROCHURE

HYATT REGENCY MIAMI • MIAMI, FLORIDA

Event # 8730

CONFERENCE AGENDA

MONDAY, MARCH 10, 2008

7:00 am

Depart Hyatt for Golf Outing

*Sponsored by Maersk Line, Limited
Pre-registration required*

10:00 am

Registration Open

5:30 – 7:00 pm

Welcome Reception in Exhibit Hall

Sponsored by Lockheed Martin Corporation

TUESDAY, MARCH 11, 2008

"SYNCHRONIZATION THROUGH PARTNERSHIP"

7:00 am

Continental Breakfast

Regency Ballroom Foyer

Registration Open

8:00 am

Welcome

VADM Gordon Holder, USN (Ret), Vice President, Booz Allen Hamilton; Chairman, NDIA Logistics Management Division

8:15 am

Welcome

Lt Gen Lawrence Farrell, Jr., USAF (Ret), President and CEO, NDIA

8:20 am

Government Keynote

Lt Gen Glenn F. Spears, USAF, Deputy Commander, USSOUTHCOM

8:45 am

Industry Keynote

Mr. Richard Yuse, President, Raytheon Technical Services

9:15 am

Break in Exhibit Hall

10:00 am

Panel Discussion

DoD Lifecycle Logistics

Moderator:

Maj Gen Arthur Morrill, III, USAF, Vice Director, DLA

Panelists:

- Ms. Carla Lucchino, Assistant Deputy Commandant, Installations and Logistics, United States Marine Corps
- CAPT Michael Jaggard, USN (Ret), Chief of Staff/Policy for Deputy Assistant Secretary of the Navy
- Ms. Scottie Knott, Director, Acquisition Management Directorate & Component Acquisition Executive, DLA
- Mr. Wimpy Pybus, Deputy Assistant Secretary of the Army (Integrated Logistics)
- Ms. Debra Walker, Deputy Assistant Secretary of the Air Force for Logistics

12:00 pm

Luncheon with Speaker:

MG Mike Sumrall, ARNG, Assistant to the Chairman, Joint Chiefs of Staff for National Guard Matters

Jasmine Hibiscus Ballroom

1:30 pm

Panel Discussion

Logistics Operations in Domestic Disaster Response

Moderator:

Maj Gen William Etter, ANG, Director, J5, National Guard Bureau

Panelists:

- COL Juan Arcocha, USA, Deputy Director for Logistics and Engineering, USNORTHCOM
- MG John Basilica, Jr., ARNG, Director of Logistics, J4, National Guard Bureau
- MG Charles Fletcher, USA, Director of Operations (J3), USTRANSCOM
- MG Charles Rodriguez, ARNG, The Adjutant General, Texas Military Forces
- Mr. Eric Smith, Assistant Administrator, Directorate of Logistics, FEMA

3:30 pm

Break in Exhibit Hall

4:00 pm

Panel Discussion

Logistics Transformation from an International Perspective

Moderator:

Mr. George Topic, Deputy Director for Strategic Logistics, J4, The Joint Staff

Panelists:

- MG Daniel Benjamin, Commander, Canadian Operational Support Command

► Mr. Maxwell Kerley, Director, Logistics Support Division, Department of Field Support, The United Nations

► Mr. Scott Norwood, Deputy Director for Global Strategic Partnerships, J5, The Joint Staff

5:30 – 7:30 pm

Reception in Exhibit Hall

Sponsored by Accenture

WEDNESDAY, MARCH 12, 2008

"SYNCHRONIZATION THROUGH PERFORMANCE"

7:00 am

Continental Breakfast

In the exhibit hall

Registration Open

Exhibit Hall Open

8:00 am

Keynote Address

LTG C.V. Christianson, USA, Director for Logistics, J4, The Joint Staff

8:40 am

Panel Discussion

Joint Logistics Fireside Chat

Moderator:

VADM Gordon Holder, USN (Ret), Vice President, Booz Allen Hamilton; Chairman, NDIA Logistics Management Division

Panelists:

- LTG C.V. Christianson, USA, Director for Logistics, J4, The Joint Staff
- LTG Robert Dail, USA, Director, DLA
- LTG Ann Dunwoody, USA, Deputy Chief of Staff, G4
- Mr. Pat Tamburrino, Jr., Assistant Deputy Chief of Naval Operations, Fleet Readiness and Logistics
- VADM Ann Rondeau, USN, Deputy Commander, USTRANSCOM
- Lt Gen Kevin Sullivan, USAF, Deputy Chief of Staff for Logistics, Installations and Mission Support
- MajGen Edward Usher, USMC, Deputy Commandant, Installations and Logistics

10:15 am

Break

Regency Ballroom Foyer

CONFERENCE AGENDA

10:30 am

Panel Discussion

Industry Chief Supply Chain Officer
Fireside Chat

Moderator:

LTG Robert Dail, USA, Director, DLA

Panelists:

- Mr. Bill Kenwell, Chief Operating Officer, Maersk Line, Limited
- Mr. Lou Kratz, Vice President and Managing Director, Focused Logistics, Lockheed Martin Corporation
- Mr. Robert Luby, Jr., Vice President, IBM Global Business Services
- Mr. Eric Stange, CEO & President, National Security Services, Accenture
- Ms. Mary Ann Wagner, President, XIO Strategies

12:00 pm

Luncheon with Speaker:

TBD

Jasmine Hibiscus Ballroom

2:00 pm

Panel Discussion

Logistics Information: The Critical Enabling Capability

Moderator:

Lt Gen Charles Croom, Jr., USAF, Director, DISA

Panelists:

- Mr. Christopher Beiswenger, Vice President, Enterprise Solutions, Computer Sciences Corporation Federal Consulting
- Mr. David Falvey, Program Executive Officer, J-62, DLA
- LTG Mike McDuffie, USA (Ret), Vice President, Microsoft Public Sector Services
- Ms. Virginia Williamson, Deputy Director, J6, USTRANSCOM

3:30 pm

Break in Exhibit Hall

4:00 pm

Exhibit Hall Closes

4:00 pm

Panel Discussion

Logistics Sustainment Reset: Are We Meeting the Challenge?

Moderator:

LTG William Mortensen, USA, Deputy Commander, Army Materiel Command

Panelists:

- Mr. Alan Estevez, Principal Assistant Deputy Under Secretary of Defense (Logistics & Materiel Readiness), OSD
- RADM Alan Thompson, USN, Commander, NAVSUPSYSCOM
- Mr. Michael Madden, Executive Deputy, MARCORLOGCOM

6:30 – 10:30 pm

Dinner Cruise

*Lady Windridge Yacht
Board at 6:15 pm*

THURSDAY, MARCH 13, 2008

“SYNCHRONIZATION THROUGH PEOPLE”

7:00 am

Continental Breakfast

Regency Ballroom Foyer

Registration Open

8:00 am

Shaping the Logistics Profession: NDIA Human Capital Report

Mr. Joe Grosson, Corporate Director of Logistics, Lockheed Martin Corporation

8:30 am

Panel Discussion

Logistics Human Capital—Future Logistician: Report on Initiatives Underway

Moderator:

Mr. Jim Hall, ADUSD, Logistics Plans and Studies, OSD

Panelists:

- Mr. Mike Aimone, Assistant DCS/Logistics, Installations & Mission Support, United States Air Force
- Mr. Frank Anderson, President, DAU
- RADM Mark Harnitchek, SC USN, J5, USTRANSCOM
- Ms. Patrice Jackson, Senior Manager, Focused Logistics Human Capital, Lockheed Martin Corporation
- Mr. George Topic, Deputy Director for Strategic Logistics, J4, The Joint Staff

9:30 am

Break

Regency Ballroom Foyer

10:15 am

Panel Discussion

Educating Future Logisticians

Moderator:

VADM Ann Rondeau, USN, Deputy Commander, USTRANSCOM

Panelists:

- Mr. Randy Fowler, Director, Learning Capabilities Integration Center, DAU
- Mr. John Goodhart, Executive Director and Senior Civilian, NAVSUP; Chairman, Navy Life Cycle Logistics Career Management Board
- Dr. Alex Miller, Dean, Center for Executive Education, University of Tennessee
- Mr. Tony Myers-Burton, Client Delivery Executive, EDS
- Dr. Paul Needham, Professor of Logistics, Industrial College of The Armed Forces

12:00 pm

Luncheon with Speaker:

Gen Norton Schwartz, USAF, Commander, USTRANSCOM

Sponsored by Booz Allen Hamilton

Presentation of the Edward M. Greer and Logistician Emeritus Awards

Jasmine Hibiscus Ballroom

1:30 pm

Panel Discussion

Joint Operational Logistics—Seamless Logistics? The View from the Operational Commander

Moderator:

RADM Mike Lyden, USN, N41

Panelists:

- BG Steve Anderson, USA, Deputy G4
- Brig Gen Frederick Martin, USAF, Deputy Director, Operations and Logistics, USAFRICOM
- COL Ned Woolfolk, USA, Director, J4, USSOUTHCOM

3:00 pm

Closing Comments

VADM Gordon Holder, USN (Ret), Vice President, Booz Allen Hamilton; Chairman, NDIA Logistics Management Division

EXHIBIT INFORMATION

Exhibit Hall Hours

Monday, March 10, 2008:

5:30 pm - 7:00 pm

Tuesday, March 11, 2008:

9:00 am - 7:30 pm

Wednesday, March 12, 2008:

6:45 am - 8:00 am

1:00 pm - 4:00 pm

Please note: The Exhibit Hall will be closed from 8:00 am-1:00 pm. Exhibitors are encouraged to participate in the General Sessions and Panel Discussions during this time.

Move-Out:

Wednesday, March 12, 2008

4:00 pm - 10:00 pm

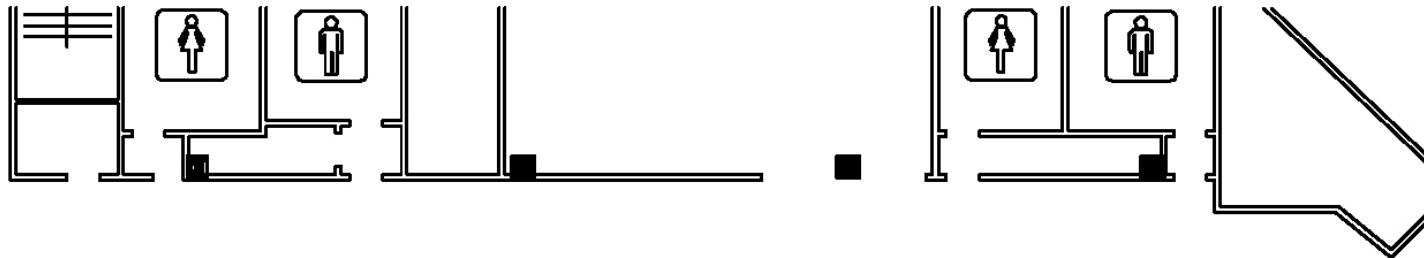
Thursday, March 13, 2008

8:00 am -12:00 pm

EXHIBITOR LIST AS OF 2/28/08

COMPANY NAME

COMPANY NAME	BOOTH #
76TH MAINTENANCE WING	118
AGILENT TECHNOLOGIES, INC.	222
AGILITY DEFENSE & GOVERNMENT SERVICES	115
BAE SYSTEMS	426
BATTELLE	216
BOOZ ALLEN HAMILTON	215
CLICK COMMERCE	221
COMBINE NET DSi	219
COMPUTER SCIENCES CORPORATION	122
DEFENSE ACQUISITION UNIVERSITY	326
DEFENSE LOGISTICS AGENCY	109
DEPLOYED RESOURCES, LLC	412
DOD BUSINESS TRANSFORMATION AGENCY	325
DRILET AMERICA / PDA LLC	312
EXPEDITIONARY COMBAT SUPPORT SYSTEM (USAF)	123
GEODECISIONS	416
INFORMATICA	316
INSTITUTE FOR DEFENSE AND BUSINESS	119
INTEGRATED SUPPORT SYSTEMS, INC.	225
KBR	226
KIRA, INC.	208
LOCKHEED MARTIN CORPORATION	229
LOGIS-TECH, INC.	120
MAERSK LINE, LIMITED	209
MENLO WORLDWIDE LOGISTICS	317
MICHIGAN'S DEFENSE CONTRACT COORDINATION CENTER (DC3)	207
MILITARY LOGISTICS FORUM	408
NISH	218
NORTH CAROLINA GLOBAL TRANSPARK AUTHORITY	223
NORTHROP GRUMMAN CORPORATION	322
O'NEIL & ASSOCIATES, INC.	121
PANASONIC COMPUTER SOLUTIONS COMPANY	220
PLANVIEW	210
PRTM MANAGEMENT CONSULTANTS	111
PULSE TECH PRODUCTS CORPORATION	324
SAVI TECHNOLOGY	201
STAR-TIDES	
TELOS	320
TFD GROUP	125
TOBYHANNA ARMY DEPOT	410
U.S. ARMY G-3/5/7 AAWO, DAMO-ODF	318
U.S. ARMY-RDECOM	129
UTI DEFENSE GROUP	205
VANGARD VOICE SYSTEMS	224
XIO STRATEGIES	212
FOYER	



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20' Lockheed Martin 229

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20' US Army RDECOM 129

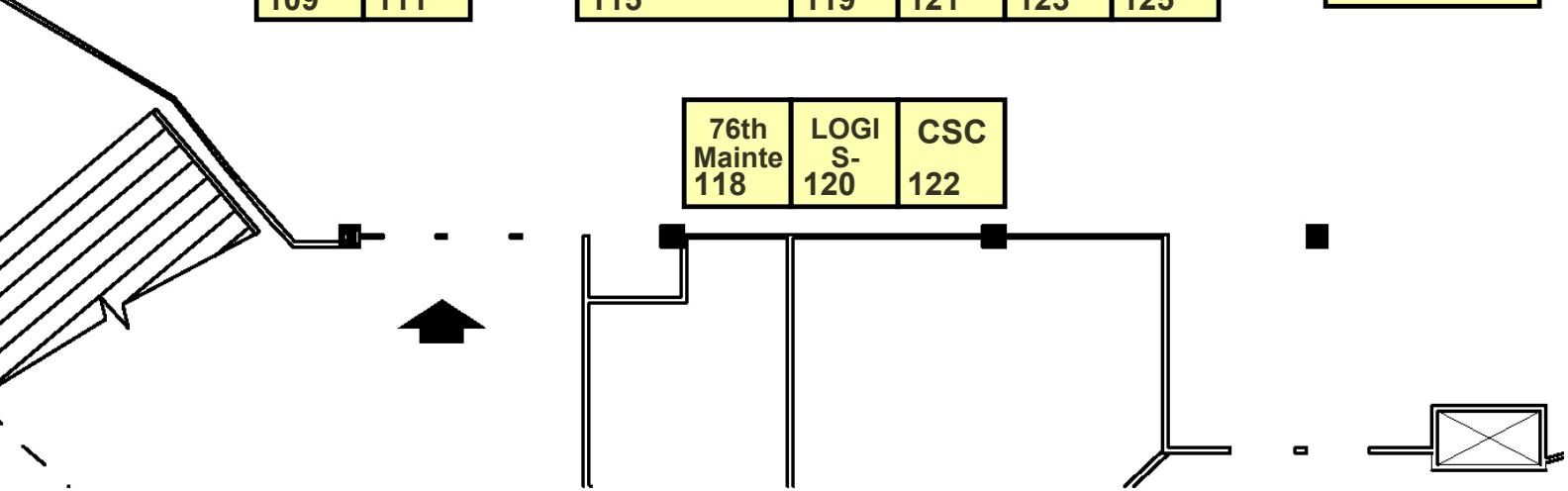
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Accenture, the world's leading management and technology services organization, is collaborating with government organizations worldwide to develop innovative solutions that exceed the expectations of the businesses and citizens they serve, and help governments operate more efficiently.

Government organizations are facing challenges on an unprecedented scale – rising citizen expectations coupled with budget deficits -- and they need a partner with the experience and vision to help them achieve both short and long-term performance goals.

A unique partner, extraordinary results

In the United States, Accenture employs more than 175,000 people worldwide and has offices in more than 150 cities. We have teamed with governments at all levels – federal, state and local, education – to implement practical, efficient solutions that help governments build high performance capabilities. We blend our understanding of your organization with experience gleaned from working with hundreds of clients around the world and in the United States to determine and implement the practical and efficient solutions for your needs.

The people at Accenture have amassed critical insight working with defense clients in all branches of the military – on the ground, in the air, at sea and in cyberspace. We have strong and longstanding relationships with defense clients including the U.S. Navy, U.S. Army, U.S. Air Force, U.S. Marine Corps, Defense Logistics Agency, intelligence agencies and more. For more than 20 years, Accenture has delivered a combination of defense knowledge, defense experience and skilled personnel. By leveraging industry leading practices and leading technologies, we have helped to foster high performance in defense agencies on our homeland and across the world.

About Defense

Accenture's Defense practice provides leading services and methodologies that help Department of Defense, Intelligence Agencies and Federal Agency clients achieve high performance in support of the warfighter. Our collaborative approach to working with clients based on more than 20 years of experience in Defense, proven methodologies, and commercial best practices—serving 94 of the FORTUNE Global 100—enables us to solve complex and unique challenges and deliver value at speed—even as requirements change. We connect operations and IT efficiencies with mission-facing value through end-to-end solutions: optimizing how the armed forces fight and the processes and technology that support the warfighter. Whether you need to design, develop or integrate complex C4ISR defense systems, support satellite communications, ready the warfighter for combat, realize efficiencies from your supply chain, or figure out how to deliver multilevel security and critical information from multiple data sources, the addition of mission services to Accenture's consulting, technology and outsourcing offerings means that clients can meet future goals, mitigate risk and realize cost savings. Visit www.accenture.com/defense for more information.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high performance businesses and governments. With more than 175,000 people in 49 countries, the company generated net revenues of US\$19.70 billion for the fiscal year ended Aug. 31, 2007. Its home page is www.accenture.com.

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Agility is a leading global logistics provider with more than 29,000 employees, and over 550 offices in 100 countries around the world. A publicly traded company, with \$5.6 billion in annual revenue, we have three key operating units - Global Integrated Logistics (GIL), Defense & Government Services (DGS) and Investments. Through GIL, we focus on offering customers truly personalized service and flexible supply chain solutions tailored to meet their individual business needs, supported by a comprehensive network of warehousing facilities, transportation and freight management services. Our customers span a range of industries from technology and retail to defense and government and oil and gas.

Agility Defense & Government Services (DGS) is the premier logistics leader in this critical market. DGS is a complete end-to-end supply chain solution provider that is risk tolerant, has significant asset depth, and has financial strength. We provide comprehensive Performance Based Logistics solutions for our government and defense customers, with true personal service.

Agility Project Logistics is one of the world's preeminent project logistics management specialists, offering project management and forwarding services for large-scale, complex logistics. We handle overland, sea, and air transport of containerized, breakbulk, hazardous and heavy-lift cargoes for the world's leading engineering and construction companies.

Agility Fairs & Events has managed thousands of exhibitions and performances around the world. We are the recognized leader in full-service, end-to-end management of global exposition and trade show transportation. Agility Fairs & Events has professionals in key exhibition venues throughout Asia, the Middle East, Europe, and the Americas.

For more information about Agility, visit www.agilitylogistics.com

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BearingPoint is a leading management and technology consulting company serving the Forbes Global 2000 and many of the world's largest public services organizations. Our more than 17,000 passionate, experienced consultants help organizations around the world solve their most pressing challenges, day in and day out. Through our collaborative and flexible approach, we deliver practical, sustainable, measurable results that help our clients make the right strategic decisions and implement the right solutions. We are BearingPoint, management and technology consultants.

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Booz Allen Hamilton has been at the forefront of consulting for businesses and governments for more than 90 years. Today, Booz Allen is one of the world's largest consulting firms, with more than 19,000 staff worldwide, serving clients on six continents. Our growth is based on a simple promise: Help clients succeed. Never has that goal been more urgent than today. In a world that changes ever faster, where our clients are expected to continually innovate and raise their game, Booz Allen is dedicated to creating tangible, lasting value with every engagement. That focus is at the core of our mission:

Booz Allen Hamilton works with clients to deliver results that endure.

With deep expertise in both strategy and technology, Booz Allen transcends the conventional categories of consulting. Our global breadth of proficiencies—spanning functional capabilities, experience in more than 20 industries, and government work with diverse public sector markets—is grounded in our firsthand knowledge gained from serving clients.

Booz Allen provides full-spectrum logistics services to military logisticians, who face new challenges in providing critical warfighter support. Readiness and sustainment of our Armed Forces requires creative, cost-effective strategies that go beyond traditional methods of acquisition, distribution, maintenance, and repair. New partnerships and processes are needed to give our forces the flexible capabilities to meet their mission.

Booz Allen works with strategic and operational military logistics professionals to give the warfighter the best equipment and support with the least resource impact. We offer decades of commercial, government, and DoD experience; core competencies in strategy and technology; logistics professionals at the forefront of evolving best practices; and deep expertise in every logistics function in each military service.

Booz Allen provides expertise and value-added support for Department of Defense Logistics needs including Logistics Engineering, Product Support, Modeling & Simulation, Lean/Six Sigma/Theory of Constraints, Performance-Based Logistics, Economic Business Analysis, Supply Chain Management, Decision Support tools, Strategic Sourcing, Parts Marking and Unique Identification, Vendor and Supplier Relationship Management, JCIDS Analysis, Logistics Transformation Roadmap, and Distribution Operations.

For more information, visit www.boozallen.com

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CombineNet is the advanced sourcing technology company. CombineNet's optimization-driven sourcing solutions identify the absolute lowest total cost of goods and services based on the unique business needs of an enterprise while significantly increasing the speed and efficiency of the entire sourcing cycle. Through proprietary optimization algorithms, CombineNet delivers the industry's most powerful on-demand sourcing platform to help identify the most efficient, innovative, and lowest-cost sourcing solutions for all of the most strategic and advanced sourcing categories

CombineNet's advanced sourcing technologies facilitate Expressive Commerce™, an innovative, technology-enabled business practice which combines the best of traditional buyer-seller sourcing communications with an advanced online capability to collect and analyze expressive business proposals. Within this richer, more expressive buyer-seller environment, supply and demand are optimally matched to determine the best-possible solution based on specific user-defined business rules.

This creates a win-win situation for both buyer and supplier, with suppliers driving inefficiencies out of their own business and sharing the savings with buyers. Sourcing teams, program managers, acquisition, procurement, logistics officials, and executives utilize CombineNet to enhance their sourcing events and provide an unprecedented window into their enterprise-wide supply network.

CombineNet has extensive expertise in the sourcing of transportation, direct and indirect materials, and services for CPG, manufacturing and retail companies through its North American, European and Asian offices. More than 60 of the Fortune 500 companies use CombineNet for their most advanced, strategic sourcing activities, with an average return on investment of more than 45x.



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EDS is a leading global technology services company delivering business solutions to its clients. EDS founded the information technology outsourcing industry 45 years ago. Today, EDS delivers a broad portfolio of information technology and business process outsourcing services to clients in the manufacturing, financial services, healthcare, communications, energy, transportation, and consumer and retail industries and to governments around the world.

For more than 35 years, our defense and civilian government clients around the world have trusted EDS to support their mission-critical programs. We are continuing that legacy today, helping governments to improve productivity, reduce costs, transform service and support models, become more agile and focus on their core mission.

In the defense marketplace, EDS contributes to warfighter effectiveness by enhancing and transforming operational systems and support functions. We work with defense departments around the globe to manage and exploit information to meet their military objectives at reduced cost. EDS' services in the defense industry include:

- Department of Defense life-cycle logistics and supply chain management
- Command and Control – systems and support
- Information security
- Secure information and communications infrastructure
- Personnel, training, and administration
- Military medical health services
- Specialized applications
- Knowledge management
- Program management

EDS combines extensive experience in the defense arena with innovation in these domains to provide proven, scalable and secure solutions that support defense missions.

From homeland security and public safety services to enterprise-wide solutions, government health and family services and e-government services, we have expertise in areas critical to government projects of all kinds. EDS is helping governments at all levels connect, protect, and serve citizens better than ever by eliminating barriers, enabling collaboration in new ways and continually seeking improvement. Learn more at www.eds.com.

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General Dynamics Information Technology takes an integrated approach to business process development, technology integration, operations and logistics to help you achieve expanding mission requirements, meet enterprise objectives, and accomplish business goals on-time and on-budget.

As a top tier IT integrator with 16,000 professionals worldwide, General Dynamics Information Technology provides a complete suite of information technology, systems engineering and professional services:

- Network Systems Integration
- Information Technology & Telecommunications
- Simulation & Training
- Professional & Technical Services
- Systems Engineering
- Public Safety

For more information on General Dynamics Information Technology, please visit our web site at www.gdit.com.

With deep experience in helping military forces, IBM offers a unique combination of innovative industry insights and proven end-to-end technology solutions to help you be a responsive and flexible organization—integrating processes, information and technology across departments and agencies; transforming the way you work, collaborate and deliver services—all in a cost effective and secure manner.

IBM Global Business Services is the world's largest consulting services organization, with consultants and professional staff in more than 160 countries globally. IBM Global Business Services provides clients with business process and industry expertise, a deep understanding of technology solutions that address specific industry issues and the ability to design, build and run those solutions in a way that delivers bottom-line business value.

IBM is aligned around a single, focused business model: innovation. IBM takes its breadth and depth of insight on issues, processes and operations across a variety of industries and invents and applies technology to help solve its clients' most intractable business and competitive problems. Although we remain committed, as ever, to lead the development of state-of-the-art technologies and the products and service offerings built around them, we measure ourselves today by how well we help clients solve their biggest and most pressing problems.

IBM is a proven leader in delivering innovative business transformation services—transforming how people, machines and systems communicate and collaborate using advanced sensor and actuator-based technologies. Our clients are addressing real business problems—around the world and across many industries, with machine-to-machine networks. A recognized leader in integrated M2M solutions, IBM helps companies aggregate, analyze and act upon new data collected with machine-to-machine technology. Together with its business partners, IBM can provide innovative, effective M2M solutions that include hardware, software, services and the brightest ideas in the business. IBM Sensor and Actuator Solutions support one of the most comprehensive portfolios available today in the M2M marketplace. In fact, M2M Magazine has again identified IBM as one of the top 100 M2M companies in the world.

For more information visit: ibm.com/government.

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KBR provides on-demand support services across the full military mission cycle, whenever and wherever you need them. In the civil infrastructure market, the company operates in diverse sectors including transportation, waste and water treatment, and facilities maintenance. KBR offers program and project management, contingency logistics, operations and maintenance, design, construction, engineering and other services to military and civilian branches of governments and private clients worldwide. KBR is a force multiplier, allowing clients to focus on their core mission while KBR takes care of the rest.

For more information, contact KBR at 703.526.7500, or visit us online at www.kbr.com.



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Headquartered in Bethesda, Maryland, Lockheed Martin employs about 140,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. As the leading solutions provider for the DoD, Lockheed Martin is actively assisting in implementing innovative business relationships and advanced supply chain practices to improve material readiness, reduce costs, and reduce logistics response time.

The overall approach, “Partnering for Performance,” is directed towards providing assured mission outcomes through partnerships with DoD depots and supply operations. “Partnering for Performance” provides America’s deployed forces with best-in-class support while dramatically improving DoD logistics performance. Recent efforts include: F-117 • High Mobility Artillery System • Aegis PBL • Naval Aviation Tires • H-60 Tip-to-Tail • Javelin • Air Force Industrial Prime Vendor (AF IPV) and • Navy Acoustic – Rapid COTS Insertion (A-RCI). These partnerships are meeting the material needs of the warfighters while simultaneously assisting DoD in transforming their logistics structure to a modern supply chain model.

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Maersk Line, Limited (MLL) is an American company that provides U.S. government agencies and their prime contractors with comprehensive maritime and transportation services around the globe. With the unparalleled experience, expertise and intermodal resources of the A.P. Moller-Maersk Group, MLL utilizes industry leading technology to provide reliable, cost-effective solutions.

Based in Norfolk, Virginia, Maersk Line, Limited was incorporated in 1947 and began actively managing five vessels in 1983 under a long-term contract with the U.S. Navy's Military Sealift Command (MSC). We have since grown our fleet of owned, operated and chartered vessels and have expanded our service offerings to include a broad spectrum of logistics related services.

Our experience spans almost two decades-providing mission critical support for operations throughout the world - including Desert Storm, Operation Enduring Freedom and Operation Iraqi Freedom. Through the years, we have dedicated ourselves to providing our customers with superior service- a commitment that endures today.

Today, MLL's fleet of U.S. flag container, tanker, multi-purpose and roll-on/roll-off vessels transports more U.S. government cargo in support of military and humanitarian missions and employs more U.S. merchant mariners than any other U.S. company. Our participation in the Maritime Security Program and Voluntary Intermodal Sealift Agreement ensure that our assets afloat and ashore are flexible and available to support U.S. national security.

As a global maritime services leader, we manage and operate 30 U.S. government-owned vessels--more than any other private entity. We also leverage commercially proven and customized chartering, crewing maintenance and sustainment strategies to the advantage of government maritime customers in the U.S. and Canada.

For more information on how our experience and expertise as the global maritime leader can mean reliable and cost-effective transportation and maritime solutions for your organization, visit our website at www.maersklinelimited.com.

Microsoft and its extensive network of partners provides the levels of technology agencies need to conduct their business, no matter what that business is, or how it might change. Every day, federal government organizations entrust their essential functions to Microsoft® solutions. We're helping those agencies enhance their effectiveness – while cutting complexity, cost, and risk – by doing more with what they already own. Our concept of "mission critical" combines agency business applications with the industry's richest user experience and optimized infrastructure to accelerate time-to-value, improve speed-to-decision, and transform IT as a valued asset.

With over \$7B billion in R&D and decades serving the federal government, we are prepared to help agencies meet their requirements today or realize their opportunities tomorrow. From headquarters to the front lines, if it's vital to government, it's mission critical to Microsoft.



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MPRI's highly effective logistics program combines a proven methodology with highly skilled and experienced strategic planners, instructors, subject matter experts, and technological experts to support the US Army, Department of Defense, Federal Government and the commercial market place.

The strategic planning and implementation of military operations that involve the movement and maintenance of forces are a challenge on any scale. Acquisition, storage, distribution, maintenance, transportation, supply and disposition are all components that must be integrated into a single seamless plan. MPRI's long-term management experience and success with a range of worldwide logistical and operational missions give us the unique insight to provide every customer with an effective logistics solution.

From planners, analysts and technicians in support of the Army's Logistics Contractor Augmentation Program IV (P) (LOGCAP) to instructors and trainers at the Army Logistics Management College, MPRI's diverse logistics program spans the spectrum of logistics service. Currently, one of MPRI's most critical and successful logistics program is the US Army's PEO-Soldier Rapid Fielding Initiative (RFI) that provides combat zone designated equipment to individual soldiers and deploying units. Through this turnkey program, MPRI provides distribution centers and on-site fielding teams that have provided equipment to over 1 million soldiers. These support missions are examples of MPRI's impressive record of logistics and supply chain management expertise that is available across the spectrum of military, government and commercial customers, worldwide.

MPRI offers range of integrated services that can be assembled into a program that best meets your requirements, including:

- Supply chain management
- Equipment warehousing
- Inventory control
- STAMIS support
- Logistics planning, training and operations in supply, maintenance and transportation.
- Weapons systems management
- Army readiness support
- Distribution management

MPRI is a subsidiary of L-3 Communications, one of the largest and leading defense contractors in the US, specializing in Intelligence, Surveillance and Reconnaissance (ISR), secure communications, government services, training and simulation and aircraft modernization and maintenance.

For more information please call John Cusick at (703) 664-2657 or Tony Incorvati at (703) 664-2694.

PROMOTIONAL PARTNERS

Sustaining the Warfighter Anytime, Anywhere
Leadership Across the Total Cycle of Logistics

Warfighters are only as effective as the systems and support that keep them equipped with the material, enabling information and weapons systems required for mission success. That's why the defense community turns to a trusted leader for state-of-the-art logistics and life cycle support. Northrop Grumman.

For years, our systems and solutions have helped defense agencies and every branch of the armed forces to supply and sustain the warfighter anytime, anywhere and for less cost. Our performance-based logistics capabilities are integral to meeting the rapid response requirements of missions around the globe and to ensuring the operational readiness and availability of material, information technology (IT) assets and weapons systems and platforms.

From the Manufacturer to the Battlefield – We're There

Our solutions cover the total life cycle of our systems support – from design and manufacture to delivery and distribution to after market support and maintenance to process improvement and beyond. We also draw on our large-scale program experience to support global defense information systems, communications networks and weapons systems and platforms.

Unmatched Customer Logistics Domain Understanding

Our logistics expertise applies logistics domain understanding gained where it matters most – in the field. We've worked with military forces in operating theaters worldwide. We understand their missions – and the most effective ways to keep them equipped and ready for the challenges ahead.

The Solutions We Use Ourselves

At Northrop Grumman, logistics is more than a service offering. Our internal logistics, SCM and IT systems are vital to the success of our manufacturing operations in shipbuilding, space systems, unmanned aerial vehicles and aircraft radar and electronic systems. We use Six Sigma and lean practices to cut costs and ensure quality. And with our global information network and resources, we support and maintain our offerings around the globe.

The benefit for you? We know what makes logistics work – and how to make it work for our customers.

Find Out More

To learn more about our logistics and engineering services, contact:

www.northropgrumman.com

Northrop Grumman

Mail Stop A-255

PO Box 17319

Baltimore, MD 21203-7319

410 765-1000.

Northrop Grumman is an equal opportunity employer committed to workforce diversity.

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PRTM has long been helping global public sector leaders clearly recognize their challenges and understand the best options for the way ahead. We stand shoulder-to-shoulder with them to assure success and attain the highest levels of performance. We integrate policy, people, process and technology for mission success. Simply stated, our business is to drive strategy forward.

PRTM has done extensive work with the departments of Defense and Homeland Security. And just as important, we also work with public health, biodefense and other public sector leaders. We advise on strategic direction and support policy reforms. Across all engagements, PRTM brings extensive knowledge of commercial best practices to its global public sector clients. We are not interested in solving mundane problems, augmenting staff or being generic advisors. Our success is measured in client loyalty—a 90 percent level of repeat business.

We want to help you with your toughest operational and strategic problems. PRTM's deep understanding of policy and operations enables our staff to rapidly understand client needs and mission success criteria. Our extensive experience working with government and commercial industry executives enables us to bring the insight needed to work across jurisdictions and help government leaders establish a comprehensive road map that achieves critical mission objectives.

During the course of all our client engagements, PRTM works to deliver strategic value that lasts long after our consultants have departed. We first lend an objective, apolitical ear, and then help you understand how best-in-class organizations—from both the commercial and public sectors—respond to similar crises.

PRTM applies specific proven and tested practices to accomplish its assignments. These include:

- Core Strategic Vision (CSV)
- Enterprise Wireless Solutions
- Information Assurance Reference Model (IARM)
- Lean Manufacturing / Lean Government
- Logistics & Supply Chain Excellence / Supply-Chain Operations Reference-model® (SCOR®)
- Mission Assurance
- Operations for Service Providers (OFS)
- Performance-Based Logistics (PBL)
- Product And Cycle-time Excellence® (PACE®)
- Six Sigma
- Strategic IT Management (SITM)
- Voice of the Customer (VOC)

www.prtmgov.com

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Raytheon Company is a technology leader specializing in defense, homeland security and other government markets throughout the world.

Raytheon's businesses provide state-of-the-art electronics, Mission Systems Integration and other capabilities in the areas of sensing; effects; and command, control, communications and intelligence systems, as well as a broad range of Mission Support services:

- Integrated Defense Systems (IDS) – IDS is Raytheon's leader in Joint Battlespace Integration providing affordable, integrated solutions to a strong international and domestic customer base, including the U.S. Missile Defense Agency, the U.S. Armed Forces and the Department of Homeland Security. With headquarters in Tewksbury, MA., IDS had net sales of approximately \$4.7 billion in 2007.
- Intelligence & Information Systems (IIS) – IIS is a leading-edge provider of information and intelligence solutions to the government, providing the right knowledge at the right time. Based in Garland, Texas, IIS had net sales of approximately \$2.7 billion in 2007.
- Missile Systems (MS) – MS designs, develops, and produces missile systems for critical requirements. With headquarters in Tucson, AZ., MS had net sales of approximately \$5 billion in 2007.
- Network Centric Systems (NCS) – NCS develops and produces network centric solutions that integrate sensors, systems and secure communications to manage the battlespace and airspace. With headquarters in McKinney, Texas, NCS had net sales of approximately \$4.2 billion in 2007.
- Space and Airborne Systems (SAS) – SAS is the leading provider of sensor systems giving military forces the most accurate and timely information available for the network-centric battlefield. With headquarters in El Segundo, CA., SAS had net sales of approximately \$4.3 billion in 2007.
- Raytheon Technical Services Company (RTSC) – RTSC provides technology solutions for defense, federal and commercial customers worldwide. RTSC specializes in Mission Support (including installation, integration, maintenance, training and logistics support of air traffic control systems), counter-proliferation and counter-terrorism, homeland security solutions, base and range operations and customized engineering and manufacturing. With headquarters in Reston, VA., RTSC had net sales of approximately \$2.2 billion in 2007.



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SAIC: FROM SCIENCE TO SOLUTIONS®



SAIC is a leading provider of scientific, engineering, systems integration, and technical services and solutions to all branches of the U.S. military, agencies of the Department of Defense, the intelligence community, the U.S. Department of Homeland Security and other U.S. government civil agencies, as well as to customers in selected commercial markets. With approximately 44,000 employees in more than 150 cities worldwide, SAIC engineers and scientists solve complex technical challenges requiring innovative solutions for customers' mission-critical functions. SAIC had annual revenues of \$8.3 billion for its fiscal year ended Jan. 31, 2007.

SAIC's broad range of logistical expertise includes demand forecasting, total asset visibility, supply chain integration, maintenance repair and operations, and fleet automotive support. We provide integrated supply, procurement, and material handling and physical logistics services, including pre-expended bin, kitting and storefront management for the U.S. government.

We purchase and deliver a variety of material, ranging from commercial products (facility maintenance repair and operations goods; defense equipment for hazardous materials, including chemical, biological, radiological, nuclear and high-yield explosive) to weapon system parts (aircraft; tactical, nontactical and combat vehicles; and ships and submarines). We currently complete approximately 1 million purchase order line-item transactions per year for our customers and are adept at locating sources of hard-to-obtain parts.

Telos Corporation is a systems integration and services company that has been providing innovative IT solutions to government agencies and commercial organizations for more than 30 years. Specific offerings consist of Xacta's Secure Solutions which include enterprise IT security management solutions, enterprise security consulting services, enterprise messaging, secure wireless networking and high assurance credentialing solutions. Its customers are primarily agencies of the federal government, such as DOD, intelligence agencies, Department of Homeland Security, Treasury Department, US Courts and many other civilian agencies.



THANK YOU FOR COMING!

Notes

Join us again next year and SAVE THE DATE!

25th Annual National Logistics Conference & Exhibition

Event #9730
March 16-19, 2009
Hyatt Regency Miami
Miami, Florida

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Information Technology

KBR

LOCKHEED MARTIN A graphic element consisting of a series of diagonal lines forming a stylized 'M' shape.

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TELOS



Headquarters U.S. Air Force

Fly – Fight – Win

Logistics Workforce Development



**Mr Mike Aimone
Assistant Deputy Chief of Staff
Logistics, Installations & Mission Support
14 Mar 08**



Overview

- Workforce Snapshot
- Workforce Development
- Near Term Focus
- Long Term Focus

► ***ACTION: Concur with AF Logistics Human Capital Strategy***



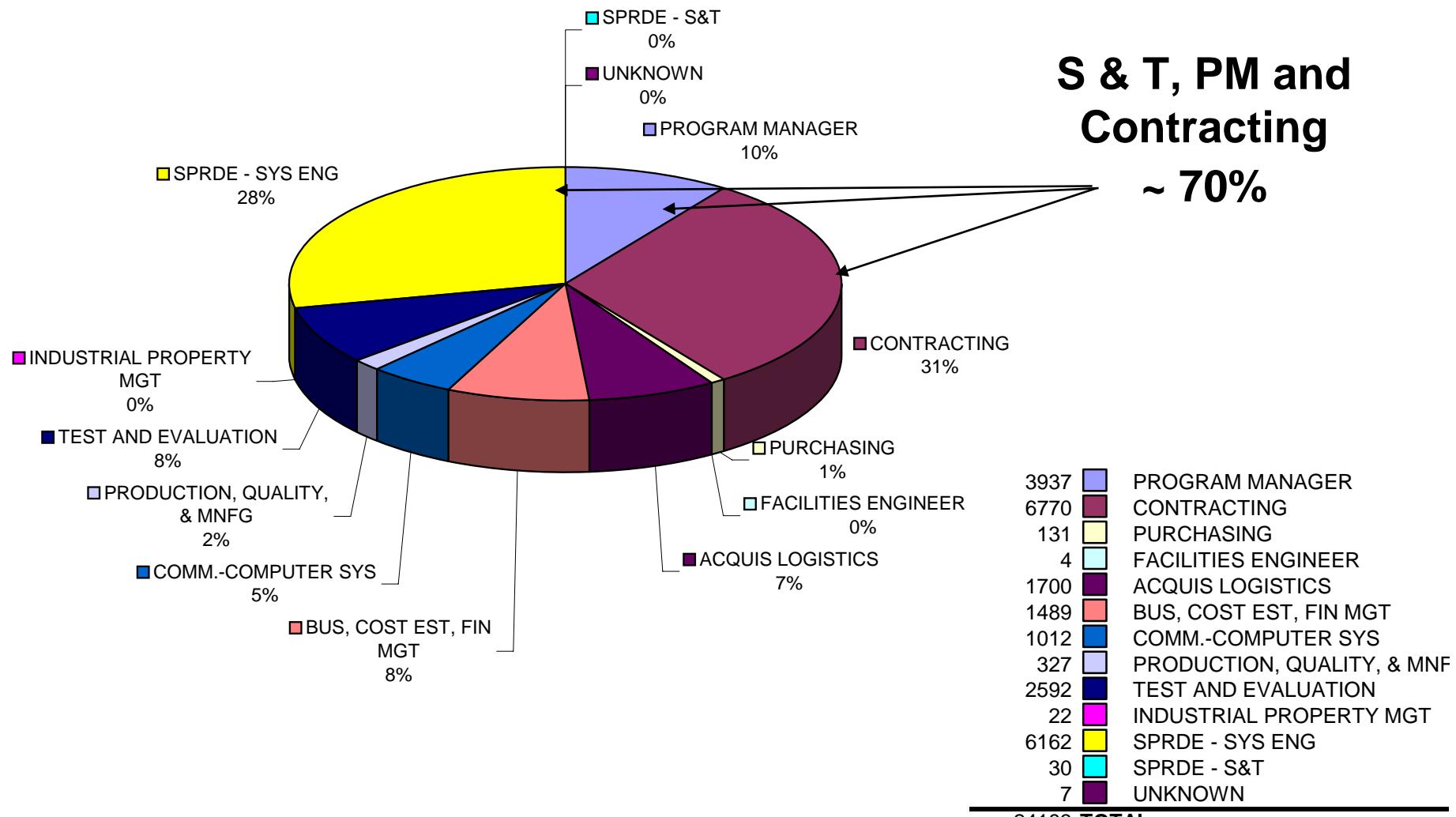
DoD Acquisition Workforce: Size Comparison

	Civilians	Military	TOTAL	%
Air Force	15550	8633	24183	19.2
Army	43553	1519	45072	35.9
Navy	36467	4218	40685	32.4
Other DoD*	15763		15763	12.5

DoD 5000.52 Definition



AF Total Acquisition Workforce: Career Categories



Data Source: EOY FY 2007 MPES UMD

24183 TOTAL



Logistics Workforce Snapshot

- **138,889 - Total Force (Active Duty & Civilian)**
 - **Officer – 3,057**
 - **Enlisted – 94,724**
 - **Civilian – 41,107**
- **Specialties**
 - **Officer – 4**
 - **Enlisted – 41**
 - **Civilian Job Series – 204**

Largest Functional Community in the Air Force



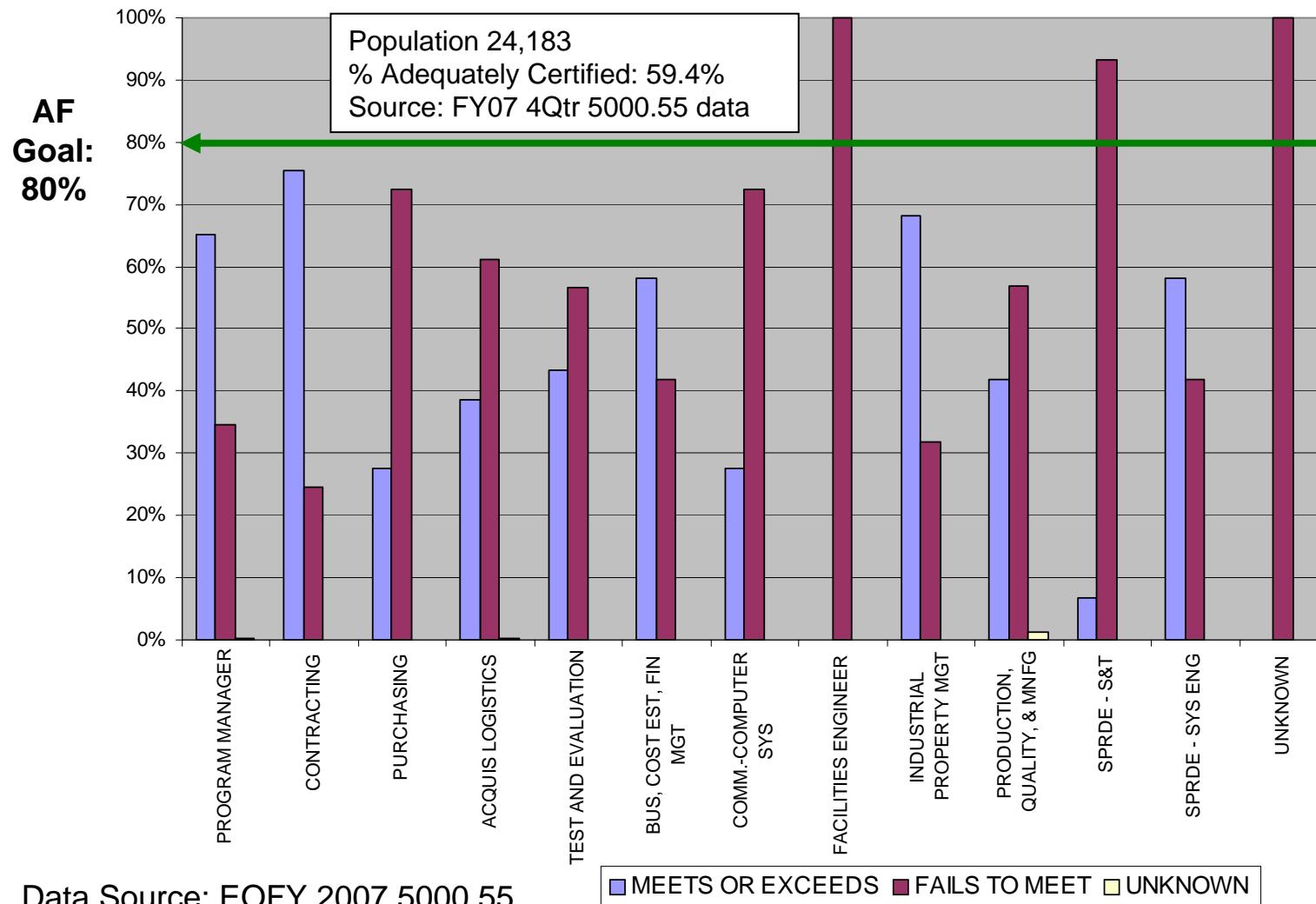
Near Term Focus

- Log Transformation Initiatives (ECSS, GLSC, RET, Wing Reorg) present opportunities to change force development focus
 - End-to end business process environment vice functional
 - Maintenance & Log Readiness must grow to Logisticians – Development Team's role to manage/vector
- Enlisted AFSC Consolidation (FY91 to Present) - focused on developing multi-skilled, process focused airmen
 - Maintenance - 40 to 29 (21 by 2009)
 - LogR - 19 to 12 (11 by 2011)
- Training Enterprise 2010
 - Maintenance training is too expensive for current constrained budgets
 - Eliminate duplication in training, refocus formal training on maintenance fundamentals and infuse technology throughout the training process
- Life Cycle Logistics Workforce Rejuvenation
 - LCL workforce insufficient to meet D&SWS requirements
 - AFSO21 tiger team scoped problem, developed improvement strategies, will brief HQ AFMC/CA 14 April for approval to continue



Certification Rate

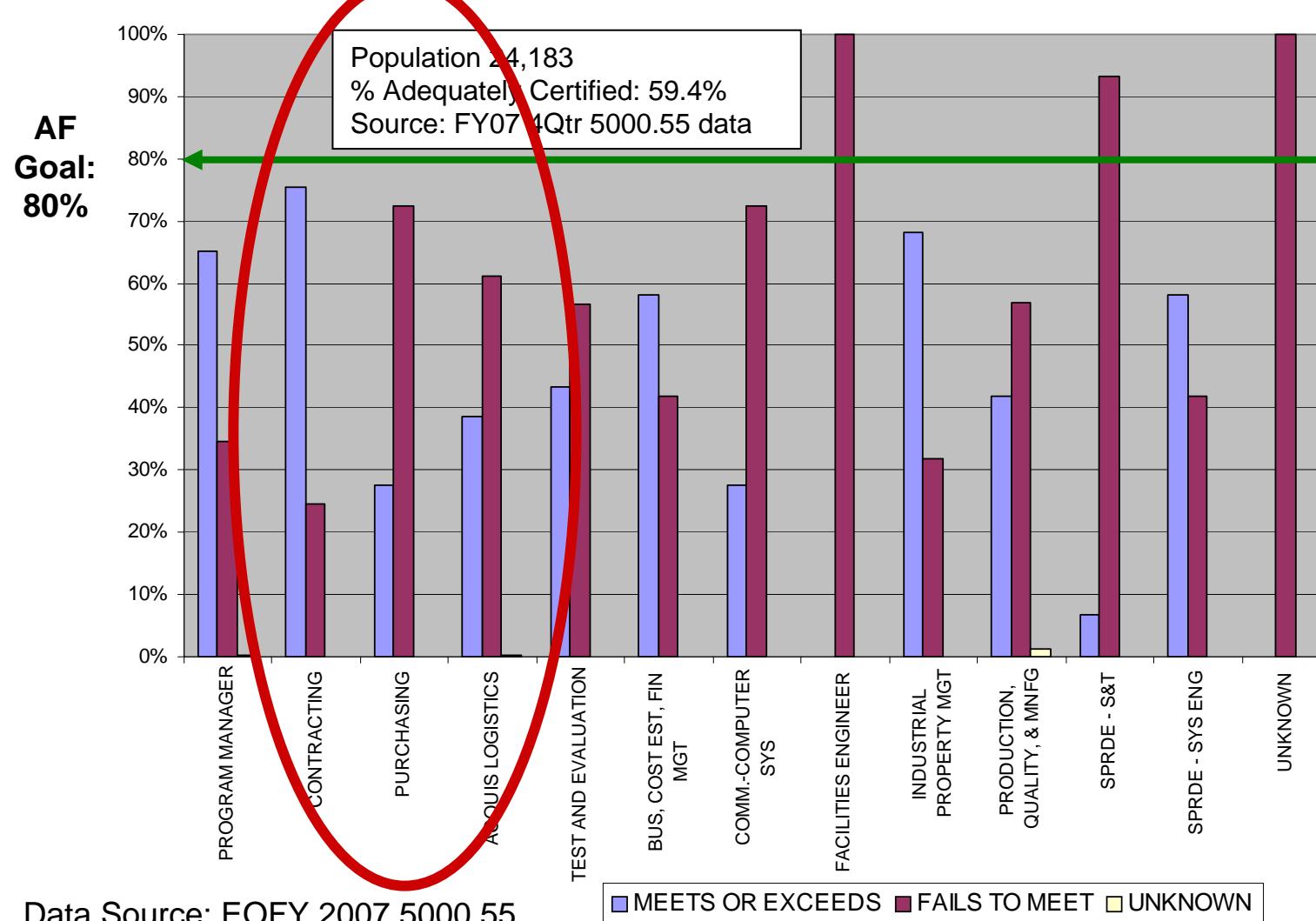
Total Acquisition Workforce





Certification Rate

Total Acquisition Workforce





Civilian Strategic/Senior Roadmap

Approx Developmental Range: 20-30 Years
(GS-15/NSPS equivalent - SES)

SHARING KNOWLEDGE OF TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES

- Mentor Junior Personnel (Mil & Civ)
- Develop/Teach Training Courses
- Speak at Seminars/Symposiums
- Acquisition Corps Membership
- Take Opportunities at the DoD Level to Share the Air Force Logistics Perspective

DEVELOPING ENDURING COMPETENCIES

- Shape Air Force Strategy & Direction
- Create and Demonstrate Vision
- Command Organizational & Mission Success thru Enterprise Integration & Resource Stewardship
- Embrace Change & Transformation
- Drive Execution
- Attract, Develop & Retain Talent

DEVELOPING STRATEGIC LEVEL BUSINESS SKILLS

- Develop & Communicate Vision
- Develop/Implement Strategic Policies & Procedures
- Provide Leadership on Complex Logistics Strategies
- Implement Budgetary & Legislative Policy
- Manage Strategic Supplier Interface

DEVELOPING LEADERSHIP SKILLS

- Lead People/Continuous Improvement
- Results Driven
- Develop Business Acumen
- Build Coalitions/Communications
- Create & Demonstrate Vision
- Joint Warfighter Perspective
- Geo-Political Awareness
- Think & Work Across Borders

TRAINING & CERTIFICATION

- AFSLMO Leadership Courses
- OPM ((Management Development Centers/Federal Executive Institute) Executive/Strategic Leadership Courses
- Membership in GS-15 Leadership Development Program (Civ Only)
- APDP Certification (as appropriate)
- 20 Continuous Learning Pts/2 yrs
- AFIT Log 499 or 432
- Senior or Master Logistics Credentialing (and in other functional area)

EXPERIENCE

- Leadership/Command at HAF/SAF, OSD, MAJCOM, Center, Wing, Group
- Senior Leadership/Various Acquisition Types (Systems, R&D, Specialized, etc)
- Leadership in other Services, Agencies, or Private Industry
- Key Logistics Leadership Position
- For Life-Cycle Log – min 4 yr coded position

EDUCATION

- 24 Semester Hours in Business, Logistics or Industrial Mgt
- Senior Development Education
- Master's Degree
- CDE/CCDP Academic Program



Summary

■ Logistics Workforce Goals/Objectives

- **Total Force:** Integrate Civilian and Military FD as much as practical
- **Requirements-based:** Proper balance of functional experts, multi-skilled, and “enterprise” logisticians
- **Focus:** Develop “enterprise” logisticians via workforce training and development activities
- **Responsive:** Ensure logistics workforce is optimal (size/skill sets) to meet mission needs

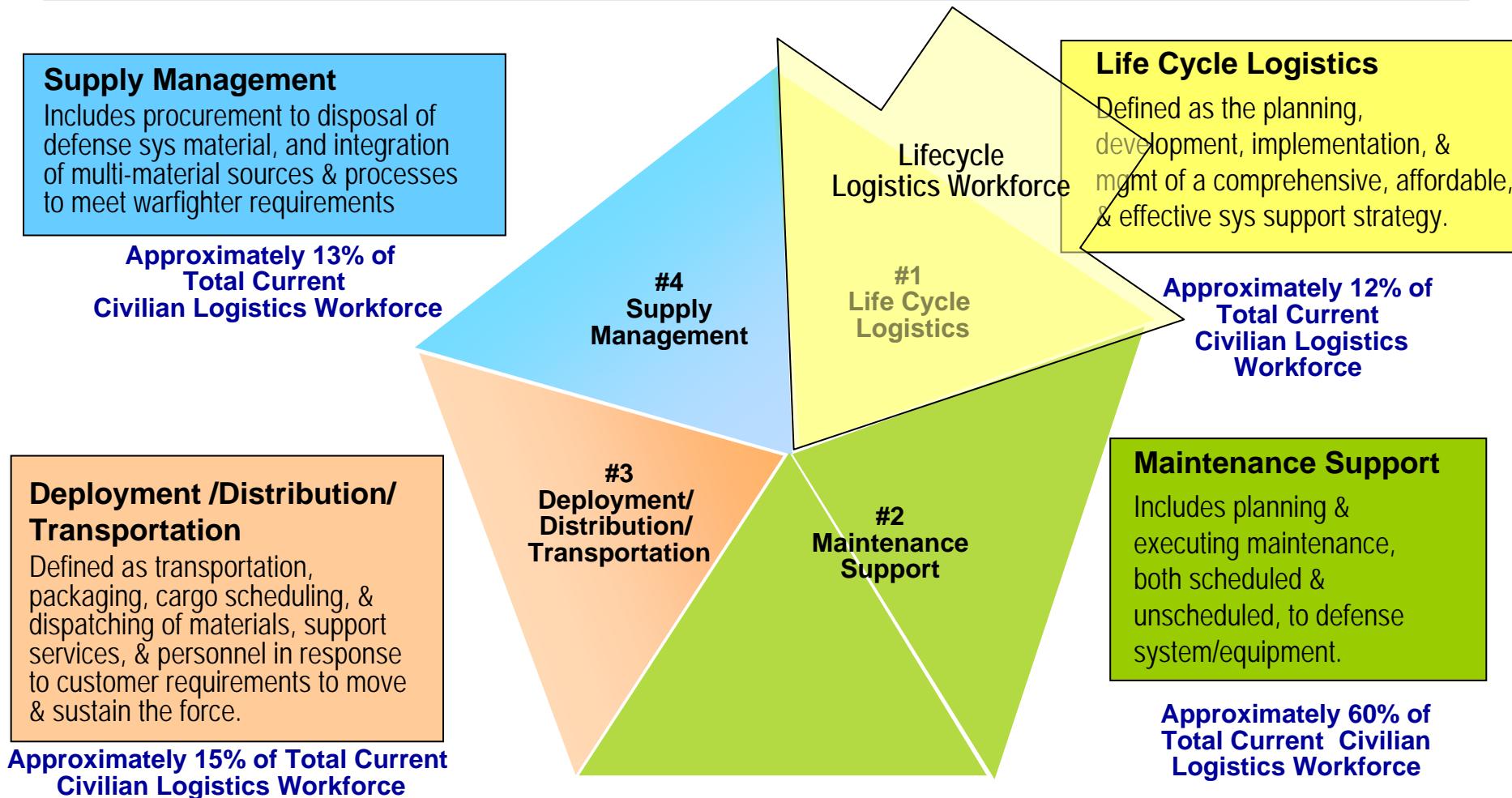
► ***ACTION: Concur with AF Logistics Human Capital Strategy***



BACKUP SLIDES



Human Capital Strategy Workforce Categories



AF Civilian Log Community = 204 Job Series & 41,000+ People



Workforce Development

- Requirement - develop a large, diverse workforce with responsibilities ranging from Flight Line to Factory
 - 3 Air Force Core Processes supported
 - Maintenance, Supply and Combat Support
 - Mission Generation
 - Supply & Maintenance Network Configuration
 - Historically focused on occupational development of functional specialties
 - Some cross-functional (Mx, LogR, LCL) but not deliberate or pervasive
 - Haven't had forcing function like DAWIA to integrate
- Business imperatives of future logistics environment require development approach that is:
 - Competency based
 - Drives Proficiency in multiple logistics functions
 - Develops Mil & Civ Logisticians with Broad experience
 - Wing, MAJCOM, HAF, Joint, OSD, DOD Agencies, Interagency



AF Logistics Workforce

- Past

- Developed/trained through occupational and functional stove pipes
- Position/Series/AFSC-focused

- Future

- Competency based
- Proficiency in multiple logistics functions
- Broad experience
 - Wing/base, MAJCOM, Air Staff, Joint, DOD
- Mil/civ ‘interchangeable’ for maximum flexibility



OPERATIONAL/INTERMEDIATE ROADMAP

Approx Developmental Range: 10-20 Years (GS-12-15) or NSPS Equivalent

DEVELOPING OPERATIONAL TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES

Develop deeper and more cross-functional professional competencies in:

- Industrial/Production Management
- Material Management Process
- Weapon System/Program Mgt
- Staff Support skills
- Technical/Engineering Skills
- Information System Knowledge
- Acquisition Corps Eligibility

DEVELOPING ENDURING COMPETENCIES

- Drive Performance through Shared Vision, Values & Accountability
- Influence through Win/Win Solutions
- Mentor/Coach for Growth & Success
- Partner to Maximize Results
- Apply Resource Stewardship
- Integrate Systems

TRAINING & CERTIFICATION

- DAU Acquisition Courses (300 level)
- OPM Leadership Courses
- APDP Certification (as appropriate)
- Advanced communication course/seminar
- 20 Continuous Learning Pts/2 yrs
- Professional Certifications
- ALROC, MOIC ILRO or equiv
- AFIT Log 299 or 399
- Journeyman or Senior Level Logistics Credentialing (and in another functional area)

EXPERIENCE

- Program/Project Manager
- Experience in two or more org levels: MAJCOM, SPO, ALC, HQ or Joint
- Leadership Squadron/Group/SPO,Wing
- Career Broadening, cross-functional or EWI
- For Life-Cycle Log – min 2 yr coded position

EDUCATION

- 24 Semester Hours in Business, Logistics or Industrial Mgt
- Bachelor's or Master's Degree
- Program/Professional Civilian Education
- CDE/CCDP Academic Program

DEVELOPING OPERATIONAL LEVEL BUSINESS SKILLS

- Defense Business Base
- E-Business Capability/Functionality
- Other Functional Areas (Program Mgt, Budget, Contracting, etc.)
- Improving Industry Interface
- Ensure Compliance with Budget & Legislative Policy
- IT Collaboration Tools

DEVELOPING LEADERSHIP SKILLS

- Lead People/Teams/Organization
- Drive Continuous Improvement
- Inspire, Empower & Exercise Authority
- Translate Strategy
- Drive Execution
- Attract, Develop & Retain Talent
- Foster Professional Competency



TACTICAL/BASIC ROADMAP

Approx Developmental Range: 0-10 Years (GS-5-11 or NSPS Equiv)

DEVELOPING TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES

- Production Management
- Material Management Process
- Weapon System/Program Mgt
- Staff Support skills
- Technical/Engineering Skills
- Industrial Management
- Information System Knowledge
 - Data Base Systems
 - Other Tools & Methods (I.e., Lean)

DEVELOPING ENDURING COMPETENCIES

- Exercise Sound Judgment
- Adapt and Perform Under Pressure
- Inspire Trust
- Lead Courageously
- Foster Effective Communication
- Assess Self

DEVELOPING GENERAL BUSINESS SKILLS

- Communication Capabilities
- Risk Management
- Customer Service
- Financial/Budget Analysis
- Interface with Other Services & Agencies
- Industry Interface-Negotiations and Problem Solving
- Familiarity with Other Functional Areas

DEVELOPING LEADERSHIP SKILLS

- Followership
- Demonstrate tenacity
- Embrace change/transformation
- Foster teamwork & collaboration
- Build Relationships
- Mentoring

TRAINING & CERTIFICATION

- Basic Leadership Dev courses
 - ASBC, SOS, NCOA or equiv
- Basic Functional courses & OJT
- APDP Certification (as appropriate)
- AFIT Log 199
- AMOC or Basic LRO course or OTA or equiv
- 20 Continuous Learning Points (as appropriate)
- Professional Certifications
- Logistics Credentialing (as appropriate)

EXPERIENCE

- Min 3-5 yrs in primary Logistics career field
- Experience in two logistics functions
- Lead Teams, Flight Level or equiv
- For Life Cycle Log – min 1 yr coded position
- Business skills as identified by AF mission & need

EDUCATION

- 24 Semester Hours in Business, Logistics or Industrial Mgt
- Bachelor's Degree
- Basic Development Education (BDE)



Civilian Logistic Advisory Council (LAC)

Overarching Objectives

- Develop cadre of Senior Air Force logisticians ready to assume Senior Executive Service level positions
- Oversee development of all logisticians skilled in workforce categories
- Develop the requirements for the accession, recruitment, competencies and credentials for logistics positions
- Analyze and assess the career field demographics and make recommendations to fill identified gaps
- Recommend policy and plans for training/education, civilian development plans (CDPs) and experimental programs for logistics positions
- Vector the Logistics civilian workforce individuals based on CDPs and approved Career Field Education & Training Plan (CFETP) Templates.



LCL Workforce Rejuvenation Project

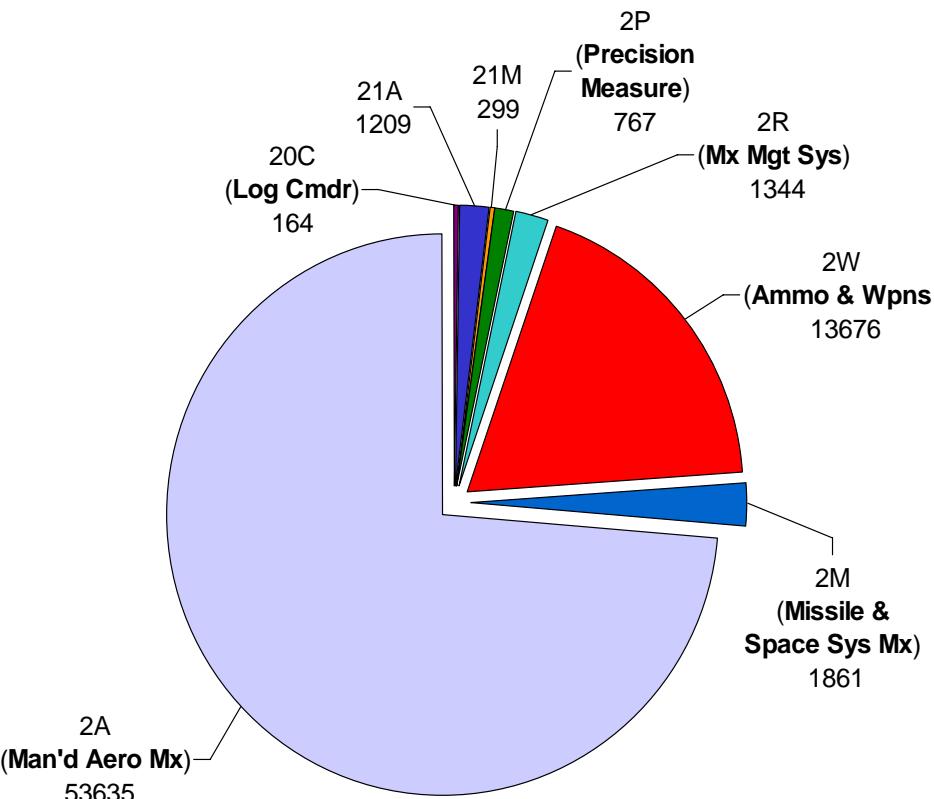
- Fall 07 - AFMC/CA tasker to “*Evaluate the Health of the Acquisition Logistics Workforce*”
- Feb 08 - A3 AFSO21 event held to Develop a “right sized” LCL (Acq Log) Workforce w/competencies & skills necessary to translate warfighter performance requirements into tailored, affordable, effective product support spanning the entire system life cycle
 - Reps from AFMC, Air Staff, ALCs, Product Centers, DAU, AFIT & OSD scoped the problem & recommended COAs
 - Problems were broken out into six categories
 - Culture
 - Processes & Tools
 - Policy
 - Workforce Development
 - Other
 - Organization
- HQ AFMC/CA’s adoption of A3 findings will result in the creation of a strategic plan to accomplish rejuvenation of the LCL (Acq Log) Workforce



AF Mx Demographics

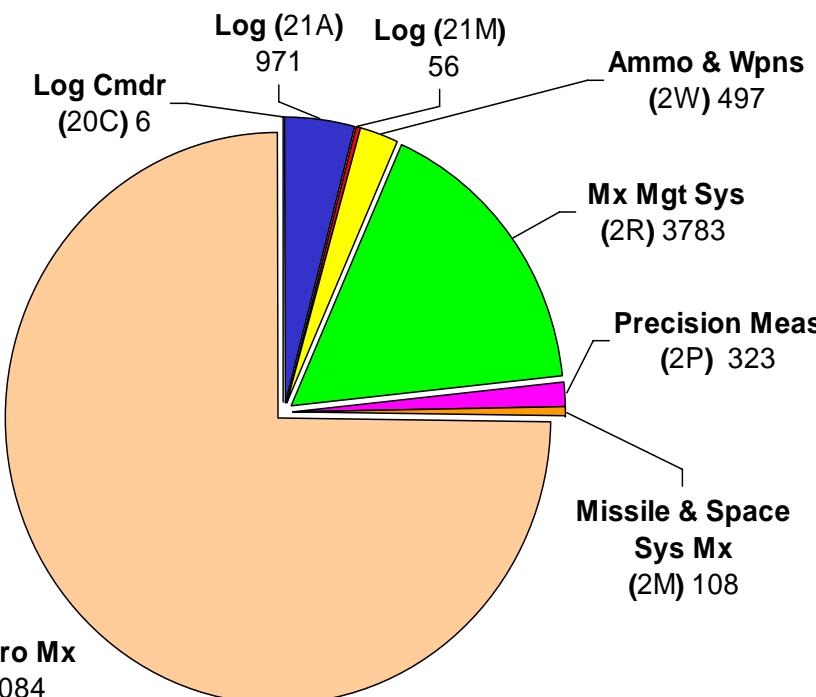
-- Mil AFSCs & Civ Series

MILITARY – 72,955



AD Authorized

CIVILIAN – 22,828



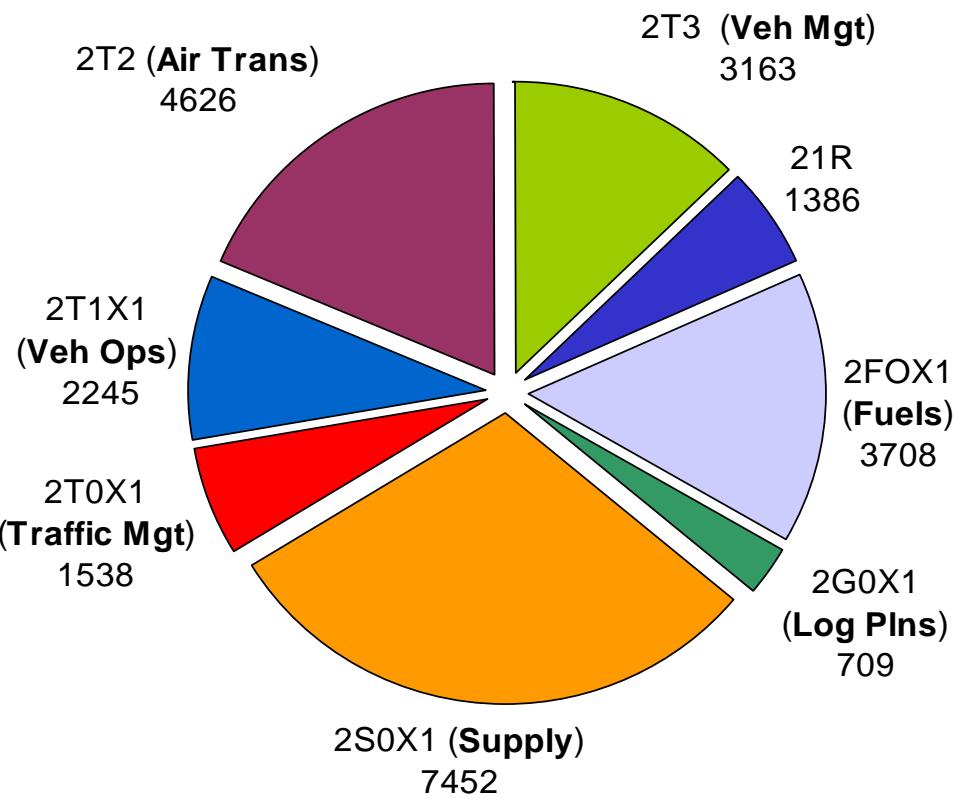
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AF LogR Demographics

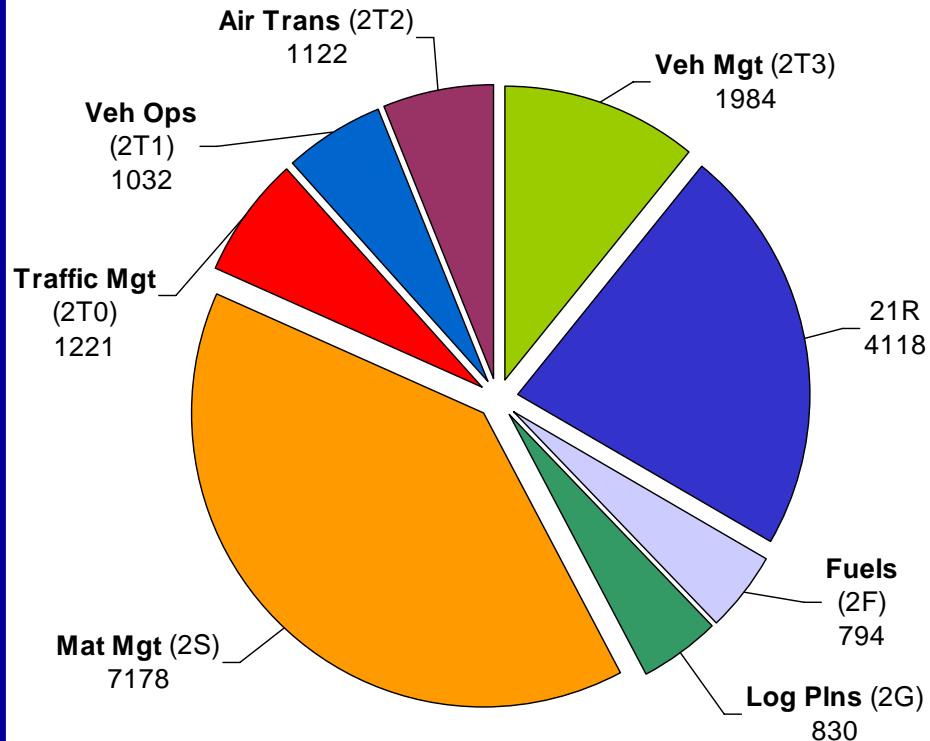
--Mil AFSCs & Civ Series

MILITARY – 24,827



AD Authorized

CIVILIAN – 18,279



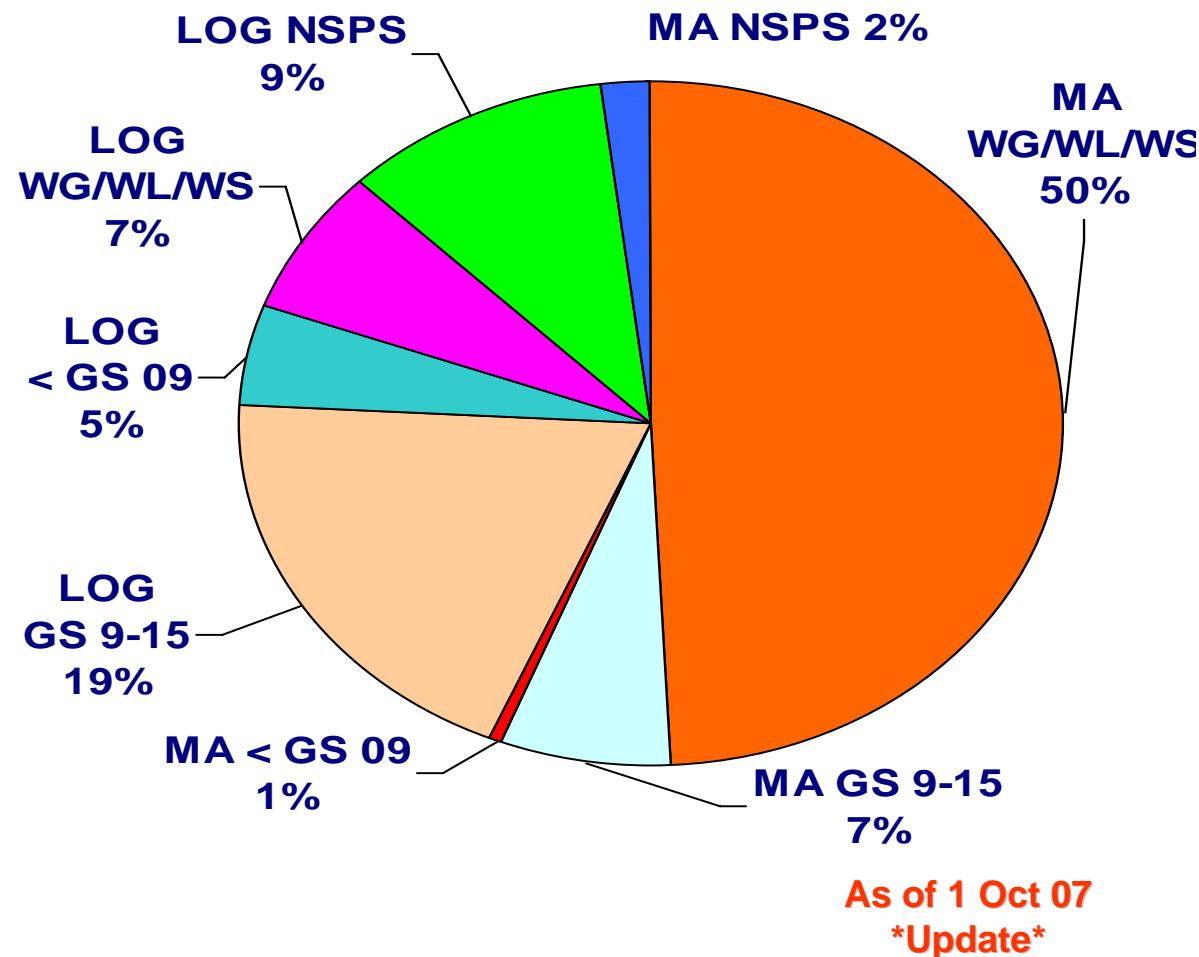
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Civilian Maintenance & Logistics

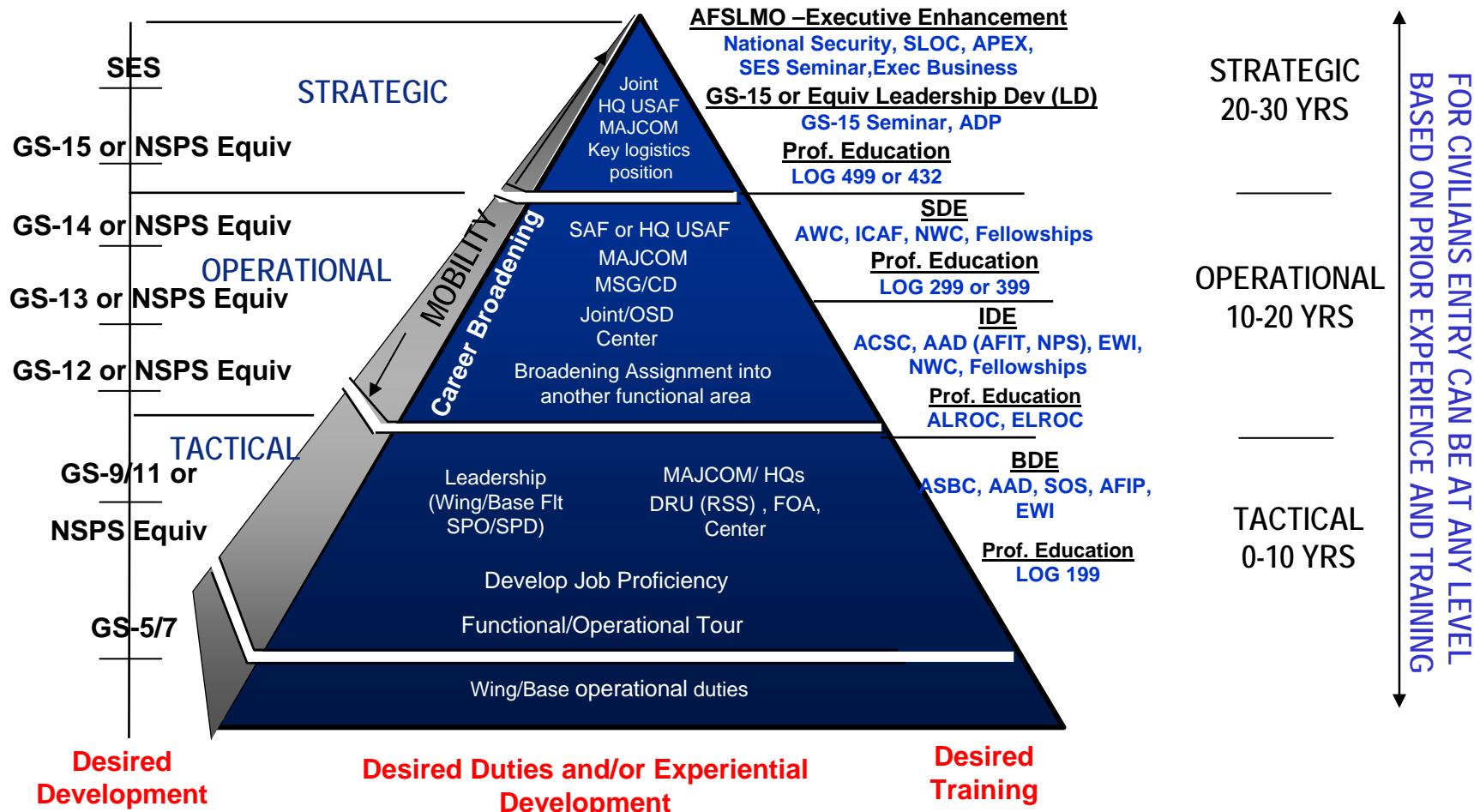
-- Size & Scope

- Total MX/LOG Force
 - 46,635
- WG - 56% of workforce
 - WG 02 thru 10 - 67%
- GS 09 –15
 - 26% of workforce
- YA 01 - YF 02
 - 12% of workforce



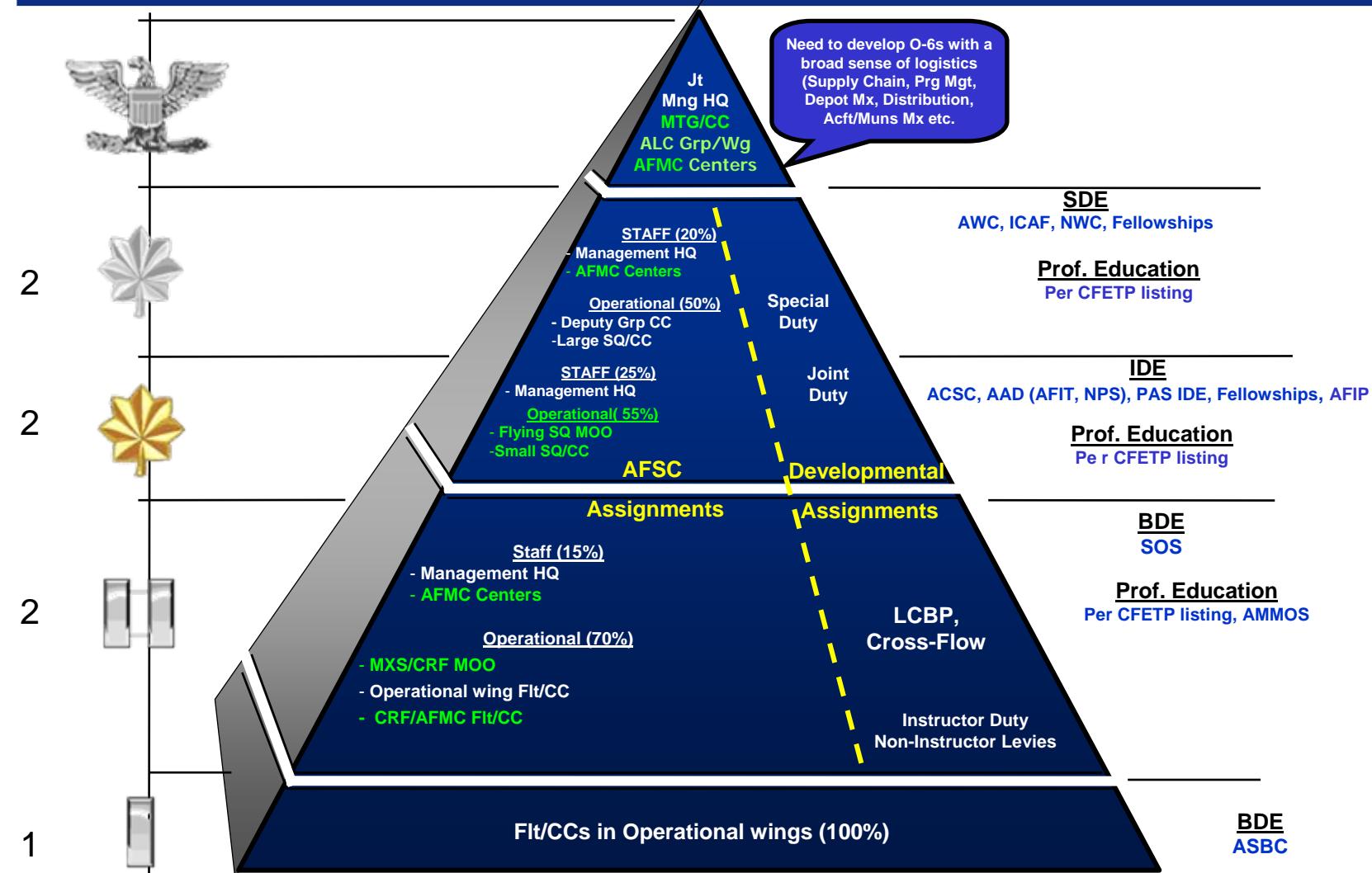


Civilian Logistician Career Path





Military (21A) Career Path

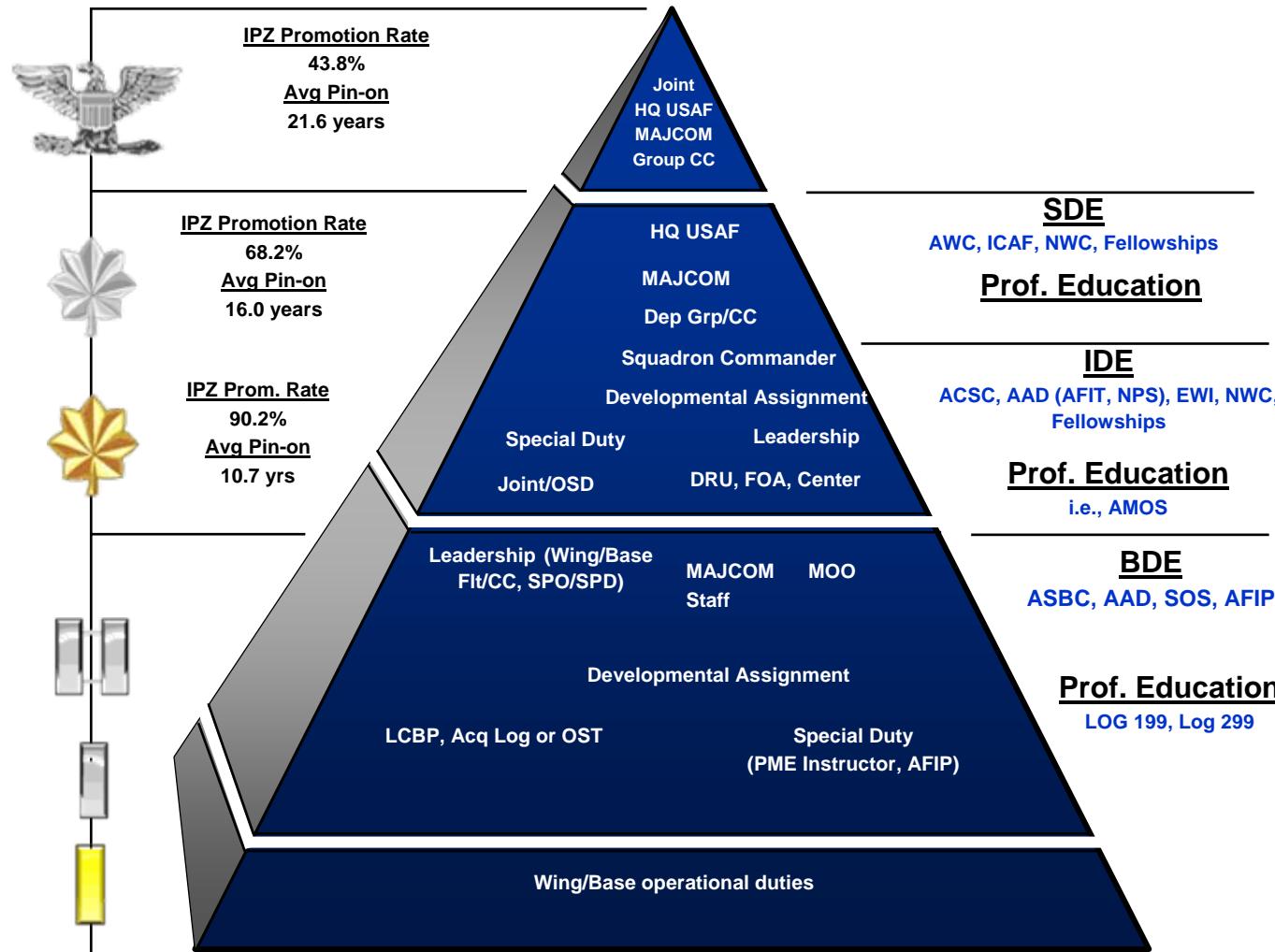


Fly – Fight – Win

[Return](#)



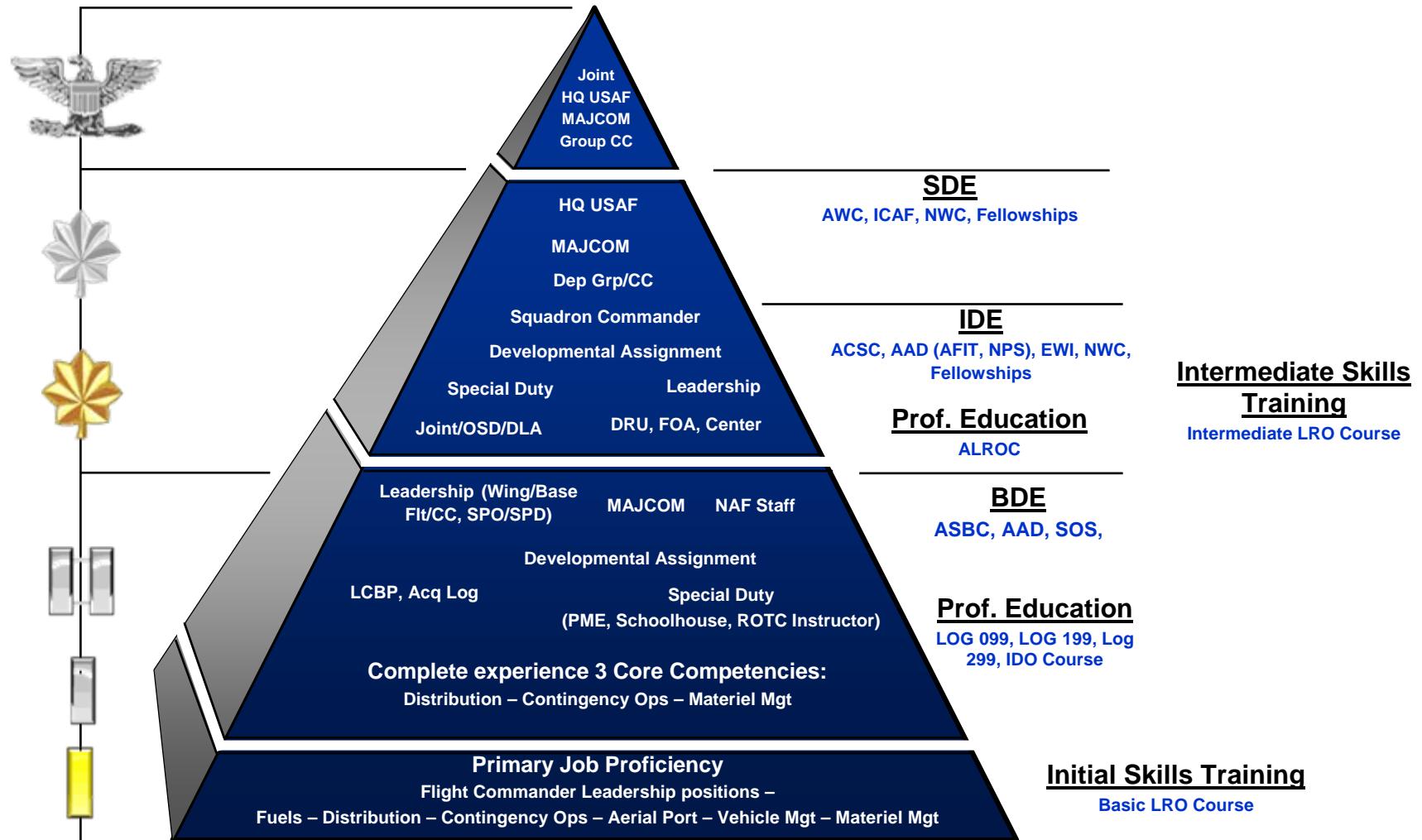
Military (21M) Career Path





21R Career Path

--Military



Fly – Fight – Win



DoD Acquisition Workforce



“The Way Ahead”

Frank Anderson
Director, HCI

How We Begin to Solve The Challenges Ahead

- Gaps in Skills & Competencies
- Skills Needed
- Recruitment
- Retention



Leadership Considerations

DAW Areas of Need

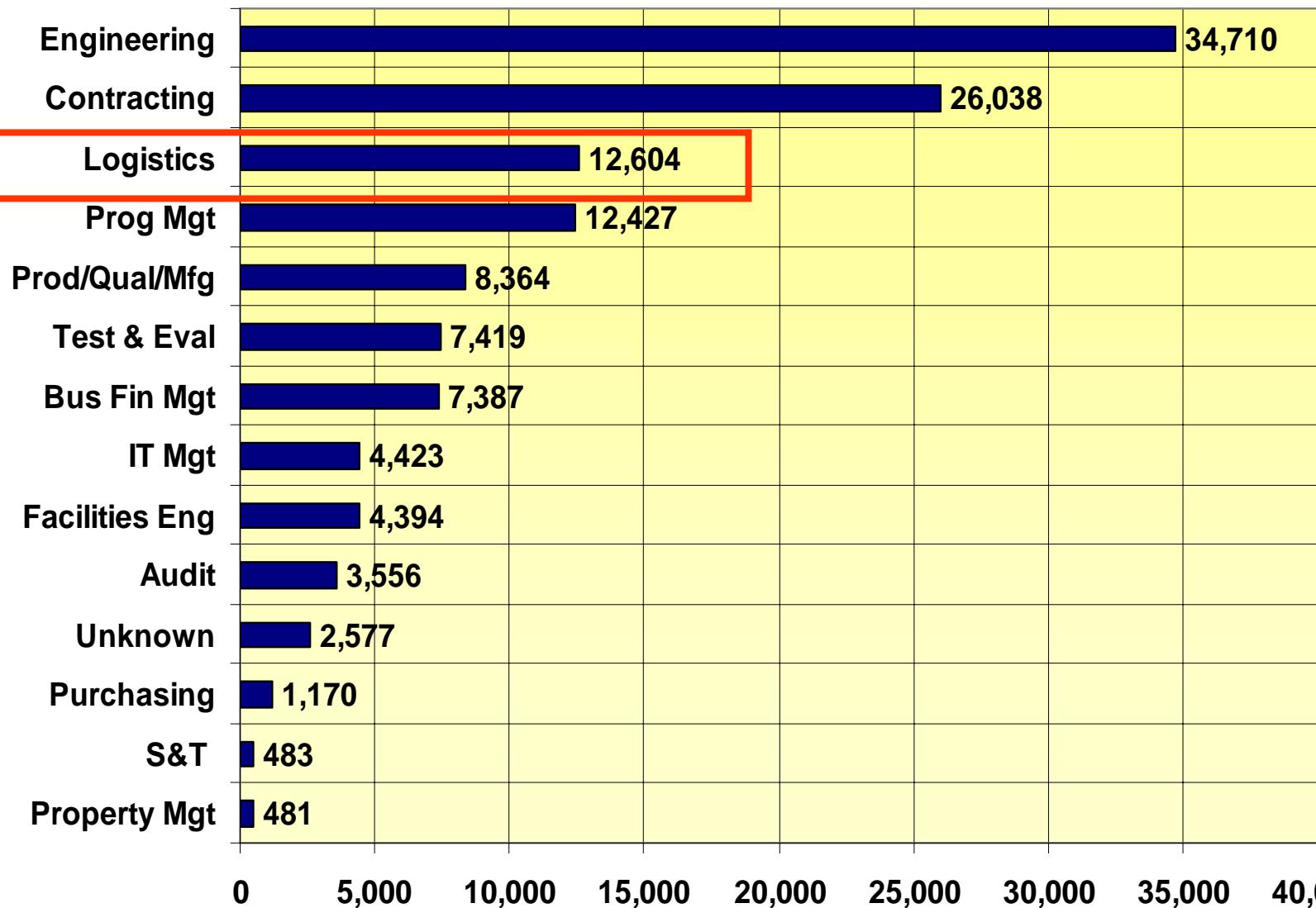
- Replace Expected Baby Boomer Vacuum
- Satisfy Technical Skills Shortage
- Certify More Employees
- Collect Accurate and Complete data of Workforce
- Leverage And Expand Learning Assets
- Develop More Precise Competency Management
- Provide More Complete Context Training On “Big A”

DAW Functional Area Gaps

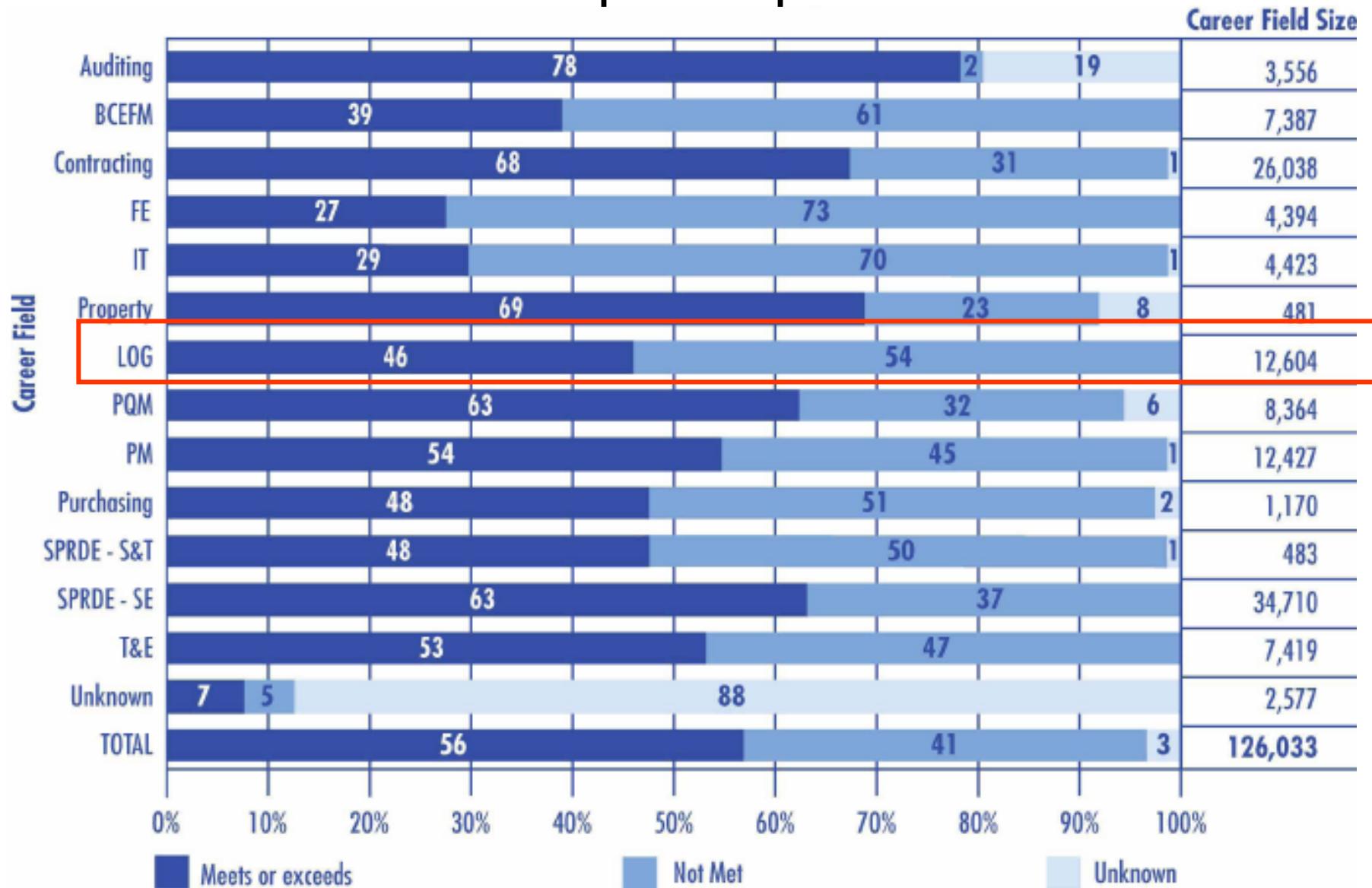
- Fewer Available SPRDE Degreed People
- Tenured Program Management Employees Leaving The Workforce
- Contracts Becoming More Complex
- Too Few People Certified At Levels II And III In Lifecycle Logistics
- Deeper Testing And Evaluation Curriculum
- More Clear Alignment and Training of BCEFM Skilled Personnel in Acquisition Workforce

AT&L Functional Composition

Figure 1. AT&L Workforce Count by Career Field (as of Sep 07)



Certification Shortfalls/Gaps in Competencies and Skills



Source: DAU AT&L Workforce Datamart

**Certification Levels vs Position Requirements
for the AT&L Workforce**

FY08 Life Cycle Logistics Level I Core Plus Framework Example

**Three Level
Certification
Framework**

**Distinct Acquisition
Logistics &
Sustainment Tracks**

**Acquisition &
Functional Core
DAWIA Certification
Standards – *applies
to all career field
members***

**Tailored Cross-Functional
“Plus” Training, Education &
Experience Opportunities –
*based on the job or assignment***

Life Cycle Logistics (Entry) Level I

Type of Assignment	Representative Activities
Acquisition Logistics (e.g. Service acquisition organizations IPTs, Program Offices, Life Cycle Management Commands)	<ul style="list-style-type: none"> Plans/develops effective and affordable weapons, materiel, or information systems support strategies. Ensures product support strategies meet program goals for operational effectiveness and readiness. Ensures sustainability requirements consistent with cost, schedule, and performance are addressed. Plans and develops performance based logistics (PBL) as preferred DoD product support approach. Ensures integration of all support elements to maximize system deployability, supportability, and mobility.
Sustainment (e.g., Logistics/Materiel Commands/Centers, ICPs, depots, defense agencies)	<ul style="list-style-type: none"> Implements effective and affordable weapons, materiel, or information systems support of fielded and/or out of production systems, including obsolescence, modernization/modification, sustaining engineering, workload allocation, public-private partnerships, supply chain management (SCM), and/or system retirement. Executes and manages system PBL support strategy, ensuring system performance requirements are met.

Core Certification Standards ¹

Acquisition Training ²	<ul style="list-style-type: none"> ACQ 101: Fundamentals of Systems Acquisition Management
Functional Training ²	<ul style="list-style-type: none"> LOG 101: Acquisition Logistics Fundamentals LOG 102: Systems Sustainment Management Fundamentals CLL 008: Designing for Supportability in DoD Systems CLL 011: Performance Based Logistics (PBL)
Education	<ul style="list-style-type: none"> Formal education not required for certification
Experience	<ul style="list-style-type: none"> 1 year of acquisition and/or sustainment experience in life cycle logistics

Core Plus Development Guide ²

Training ¹	Type of Assignment	
	Acquisition Logistics	Sustainment
BCF 101: Fundamentals of Cost Analysis CR	X	
BCF 102: Earned Value Management	X	
CON 110: Mission Support Planning	X	
CON 111: Mission Planning Execution	X	
SYS 101: SPRDE Fundamentals	X	
TST 101: Introduction to Acq Workforce Test & Evaluation	X	X
CLB 007: Cost Analysis	X	X
CLB 009: Planning, Programming, Budgeting and Execution (PPBE)	X	X
CLB 012: Cost as an Independent Variable	X	
CLC 013: Performance Based Services Acquisition (PBSA)	X	
CLC 019: Leveraging DCM4 for Program Success	X	X
CLC 108: Strategic Sourcing		X
CLC 112: Contractors Accompanying the Force	X	X
CLE 003: Technical Reviews	X	
CLE 015: Continuous Process Improvement (CPI) Familiarization	X	X
CLE 301: Reliability and Maintainability	X	X
CLL 002: Defense Logistics Agency (DLA) Support to the Program Manager	X	X
CLL 006: Depot Maintenance Partnering	X	X
CLL 014: Joint Systems Integrated Support Strategies	X	X
CLL 017: Defense Distribution		X
CLM 032: Evolutionary Acquisition	X	X
CLM 021: Introduction to Reducing Total Ownership Costs (R-TOC)	X	X
CLM 013: Work Breakdown Structure (WBS)	X	

Education

Baccalaureate Degree in a technical, scientific, or managerial field
Experience

2 years of life cycle logistics experience in support of acquisition or sustainment of DoD weapons/ materiel systems

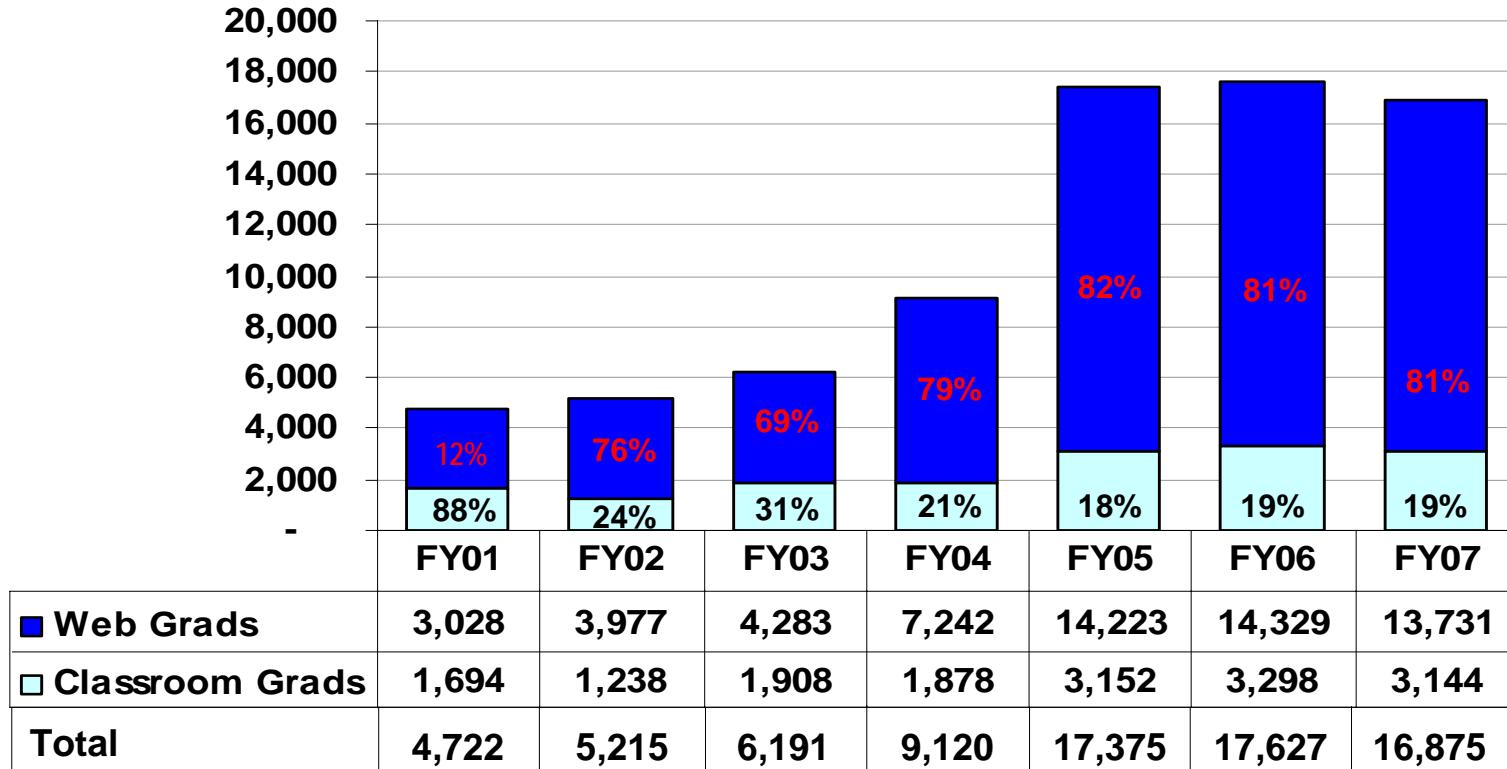
¹ These Standards list the training, education and experience required for certification at this level.

² A “CR” following a course title indicates the course is delivered as resident based instruction.

³ When preparing your IDP, you and your supervisor should consider the training, education and experience listed in this Core Plus Developmental Guide if not already completed.

DAU Logistics Course Graduates

FY01 - FY07



*Four-fold Student Increase without Sacrificing
Classroom Training Opportunities*

DoD Acquisition Workforce Generational Composition

Generation	National*		DoD**		Civilian AT&L		Logistics Workforce	
	Workforce (millions)	% Workforce	Workforce	% Workforce	Workforce	% Workforce	Workforce	% Workforce
Silent Generation (born before 1946)	11.5	6.5%	45,625	6.7%	6,624	5.9%	738	5.9%
Baby Boomers (1946-64)	61.5	34.9%	438,971	64.5%	74,887	67.3%	9,067	72.0%
Generation X (1965-76)	43.5	24.7%	132,948	19.5%	18,544	16.7%	1,944	15.4%
Generation Y (1977-1989)	31.5	17.9%	62,676	9.2%	11,286	10.1%	837	6.7%
Millenium (1990-present)	28.0	15.9%	153	0.0%	0	0.0%	0	0%

Notes:

*Source: Armour, Stephanie "Generation Y They've Arrived at Work with a New Attitude" USA Today, Nov 7, 2005, 18-28

**Source: OSD P&R Report: DoD Civilian Workforce Statistics/DoD Demographics/May2006 Edition

***Source: AT&L Datamart FY07 AT&L Workforce Count/AT&L workforce data contains 456 files with null for age

Even though our workforce is working longer, there is a growing concern that a large and experienced component of the DAW & LOG will start to contract—creating gaps in critical skills



Logistics Challenges In USNORTHCOM





Disaster Response Logistics ... The Supply Chain



THE CHALLENGE

Many Links ... Many Plans!



NDIA Logistics Conference

*“Logistics Operations in Domestic
Disaster Response”*

**MG John Basilica, Jr.
Director of Logistics (J4), National Guard Bureau
11 March 2008**

UNCLASSIFIED



Synchronization through Partnership

- **Synchronize:** *to arrange events in near simultaneous co-existence*
- **Partnership:** *a legal arrangement between parties to work toward a common goal*
- **How to Achieve = Unity of Effort**
 - Establishing and Building Relationships
 - Speaking the Same Language (NIMS)
 - Detailed Planning
 - Training / Rehearsals
 - Common Operating Picture = Situational Awareness



Establishing and Building Relationships

- Determining who are the Players
 - Government, NGO, Private
- Multi-Echelon / Interagency
 - Federal, State, Local
- Understanding their Missions, Responsibilities, and Jurisdictions (legal authorities)
 - Stafford Act
 - Economy Act
 - State and Local Laws
- Building Trust
- Sharing Information/LNOs
- Mutual Participation in Joint Activities/Augmentation



Speaking the Same Language

- **The Language of Domestic Operations is the National Incident Management System (NIMS)**
 - Decision makers/Players at all levels must know the concept and understand the construct
- **Common language**
 - Increases understanding
 - Facilitates nesting of plans
 - Provides a framework for regional and national cooperation and response
- Reinforces the “supporting to supported” philosophy/doctrine
- Provides standardization for planning and action/implementation



Detailed Planning

- There is no substitute for Detailed Planning
- Planning must be done at *all* three levels:
Local, State, and Federal
- Plans must include Operations and Logistics
- Military orders format is a proven system
 - MDMP works!
- Plans must be staffed
 - Difficult and time consuming *but* essential for buy-in
- Plans must be nested
- Plans must be shared



Training and Rehearsals

- Two types of Training
 - Individual
 - T10/T32 Dual Hat Commander's Course
 - NIMS/NRF (formerly NRP)
 - Collective or Unit (Organizational)
 - JTF-State Training Course (NGB-NC Cooperative)
 - JOC-101
 - Staff Training / MDMP
- Rehearsals
- Tabletop/CPX
- Field Training Exercises (FTX): **Include Logistics!**



COP = SA

- **Common Operating Picture (COP)**
 - Numerous systems in use today, though not common
 - Much work to be done here
- Talk in terms of **REQUIREMENTS and CAPABILITIES**
- Use **NIMS Language and Structure to achieve Organization and Standardization**
- **Facilitates Gap Analysis**
- **Facilitates tiered and proportional response**
- **Enhances understanding of Boots on the Ground status**

Discussion



Logistics Information: The Critical Enabling Capability

National Defense Industrial Association
Logistics Conference

Christopher Beiswenger

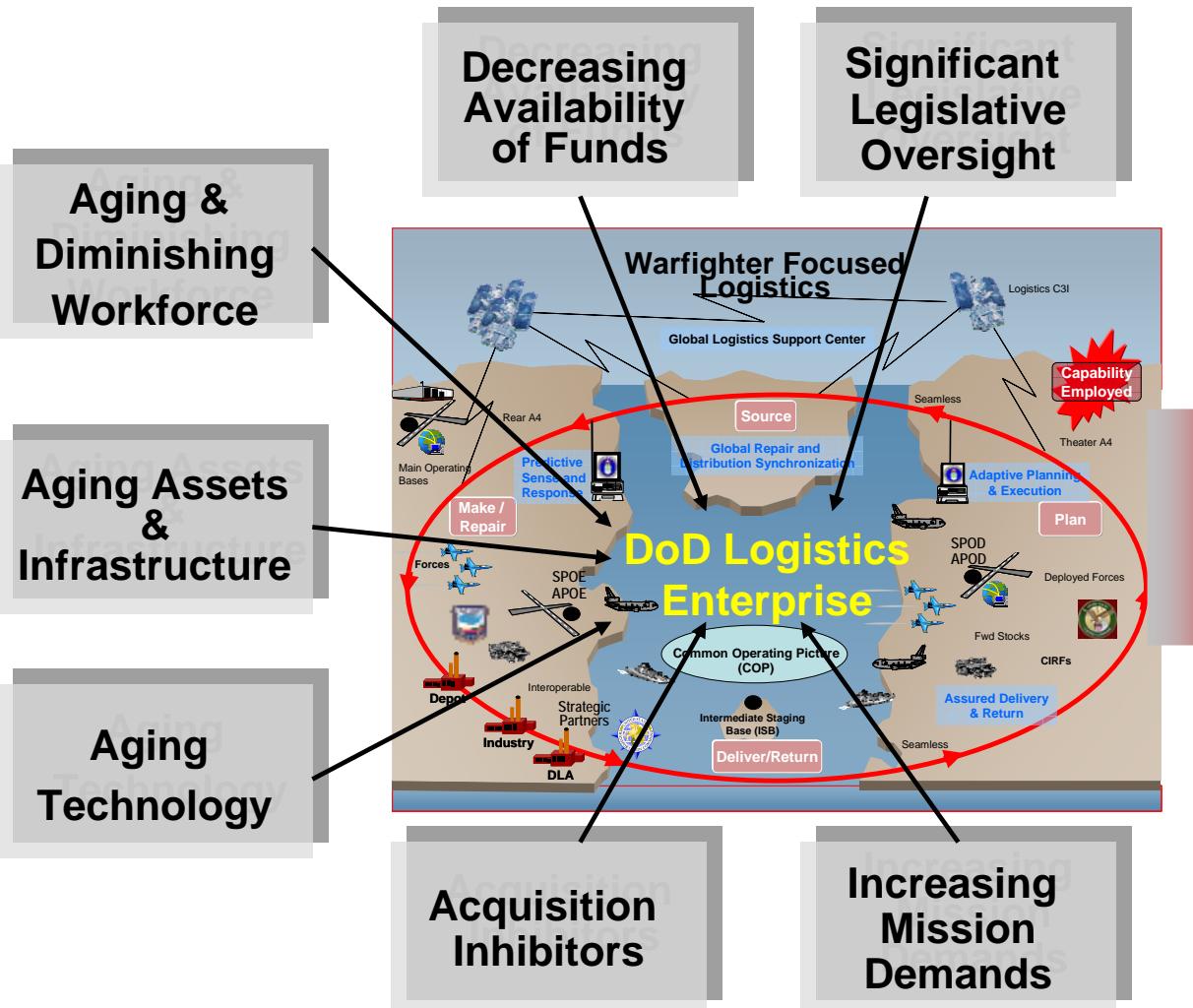
Vice President, Enterprise Solutions – North American Public Sector
Computer Sciences Corporation



csc

EXPERIENCE. RESULTS.

Defense logistics organizations are facing daunting challenges



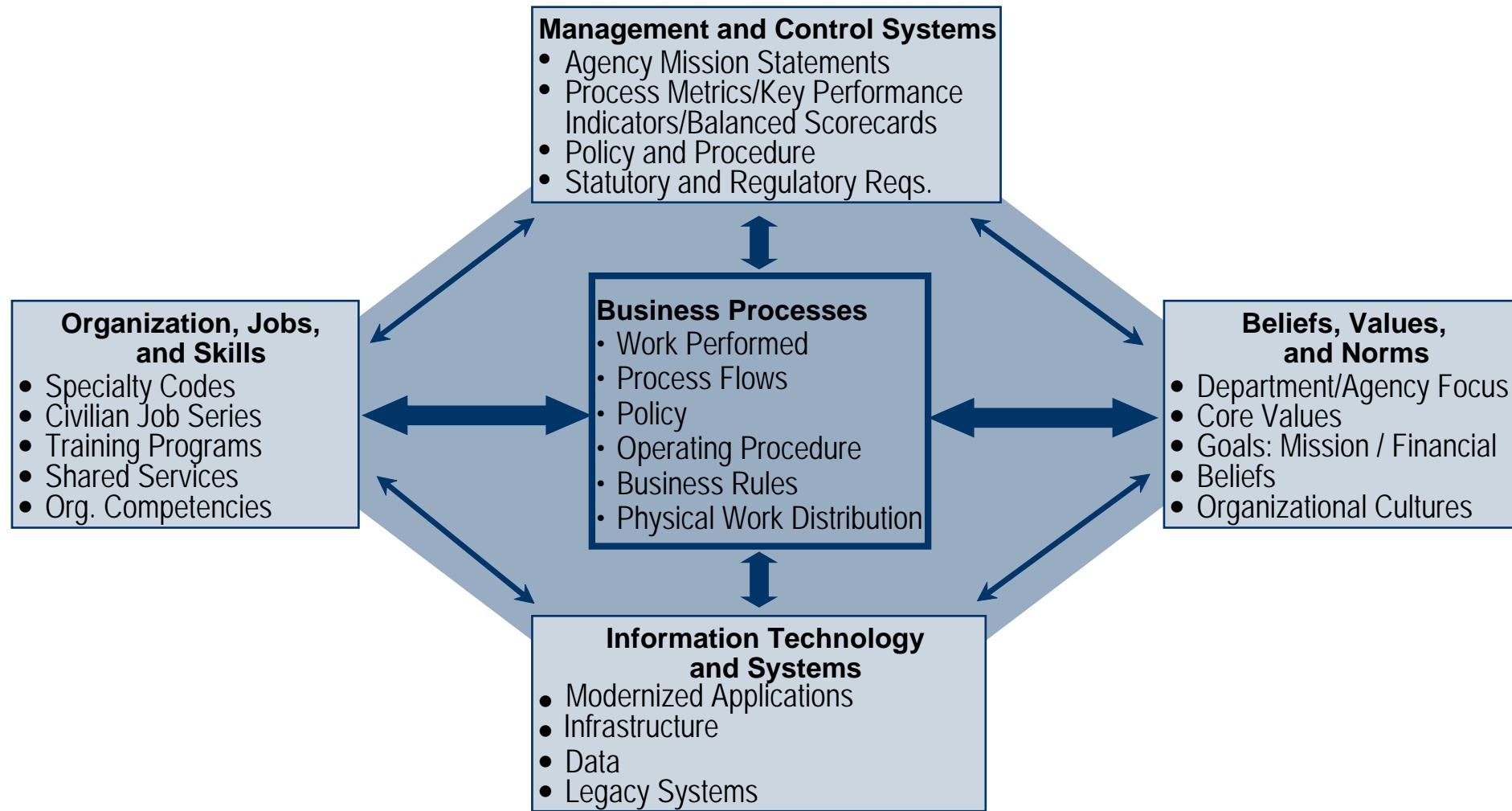
Effective Logistics Information Enables:

- Mission delivery
- Speed and agility
- Collaboration
- Accountability
- Innovation
- Total asset visibility
- Knowledge sharing
- Interoperability
- Commercial best practices
- Data transparency
- Cost reduction
- Logistics transformation

The logistics challenges continue to mount with aging fleets and an increasingly complex supply chain dependent on collaboration.

Effective logistics information is a business problem, not a technology problem

Organizations that achieve their logistics transformation goals are successful because of how they look at the problem

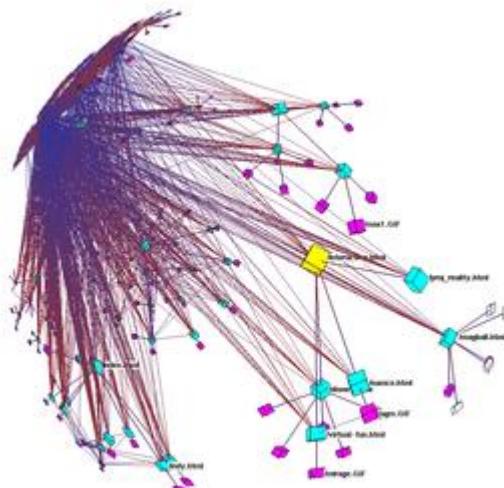


The lure of new technology is always strong

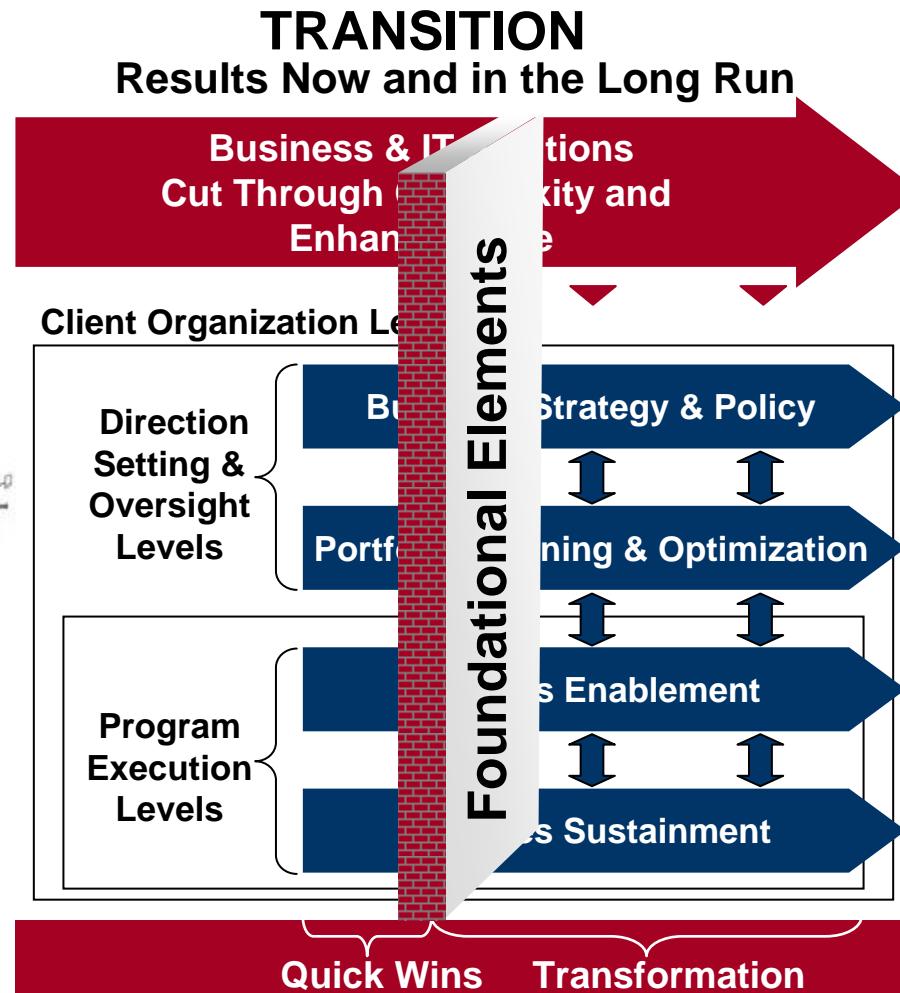
**Service Oriented Architecture (SOA) is a valuable piece of the puzzle.
As with all technology, it is only a piece of the answer, not *the* answer.**

TODAY

Complex “Furball”
[Constraining]

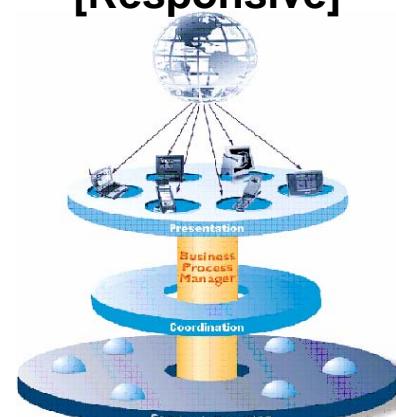


- Under-Leveraged
- Expensive
- Inflexible
- “Silo-ed”
- Proprietary



TOMORROW

Streamlined SOA
[Responsive]

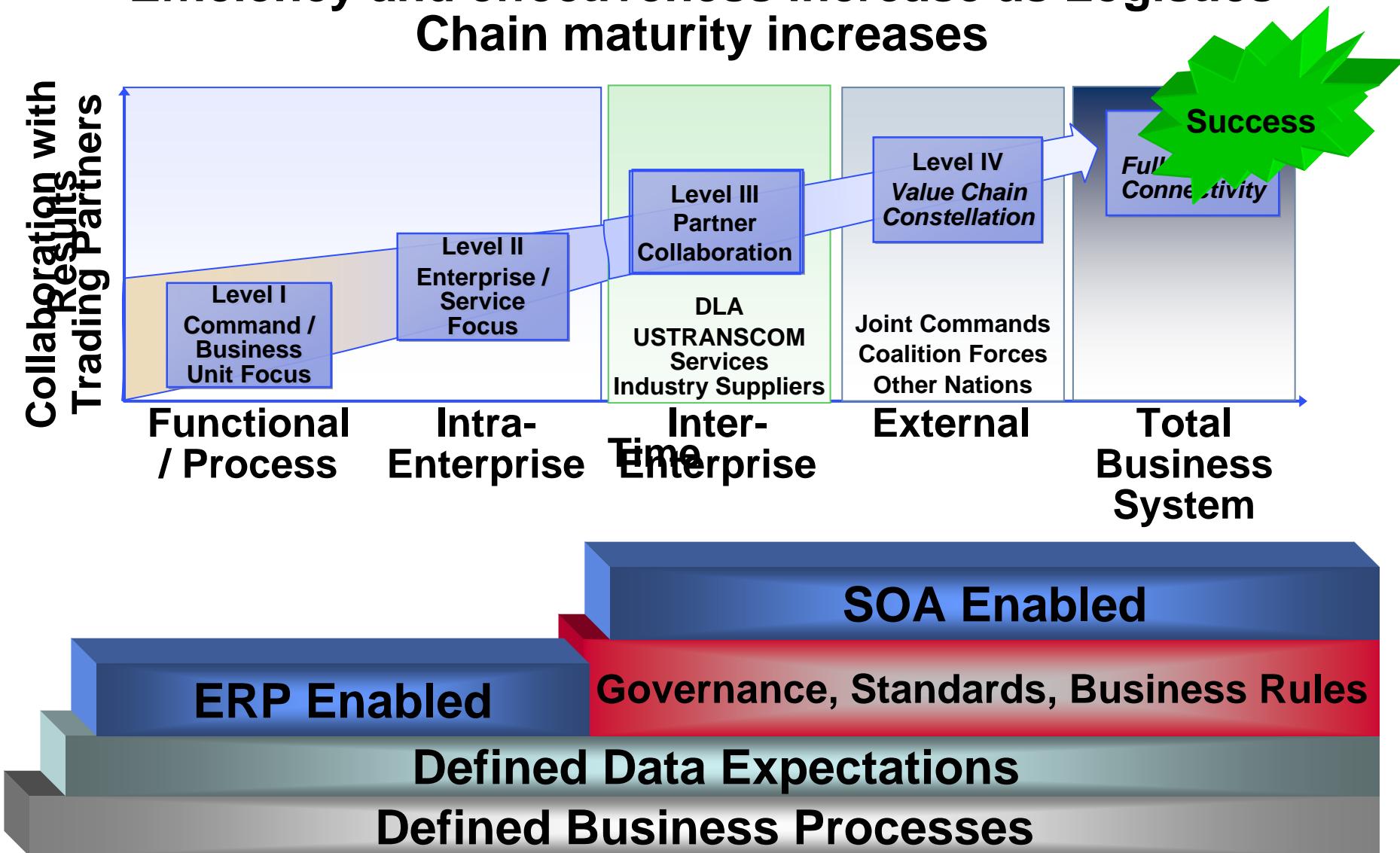


SOA Framework

- Harnessed
- Economical
- Agile
- Collaborative
- Open

A strong foundation of process and data enable logistics chain success

Efficiency and effectiveness increase as Logistics Chain maturity increases





Navigating the complex challenges facing DoD logistics requires a focus on fundamentals.

- Pressure on the logistics chain abounds. . . these challenges are always business problems.

Technology is only the enabler!

- Defense organizations stretch logistics information to its limits due to scale, complexity, and the unique process and data environment that is the government.

ERP is not the entire answer. This is where SOA becomes valuable!

- Many organizations believe Service Oriented Architecture (SOA) and Enterprise Resource Planning (ERP) are mutually exclusive.

This is not an either / or decision. Both are required!

Like many other challenges, effective logistics information will require strong leadership and a focus on fundamentals.

Experience. Results.





Canadian Operational Support Command Commandement du soutien opérationnel du Canada

24th Annual Logistics Conference and Exhibition

Canadian Perspective

on

Coalition Logistics Transformation

MGen Daniel Benjamin
Comd CANOSCOM

11 Mar 2008



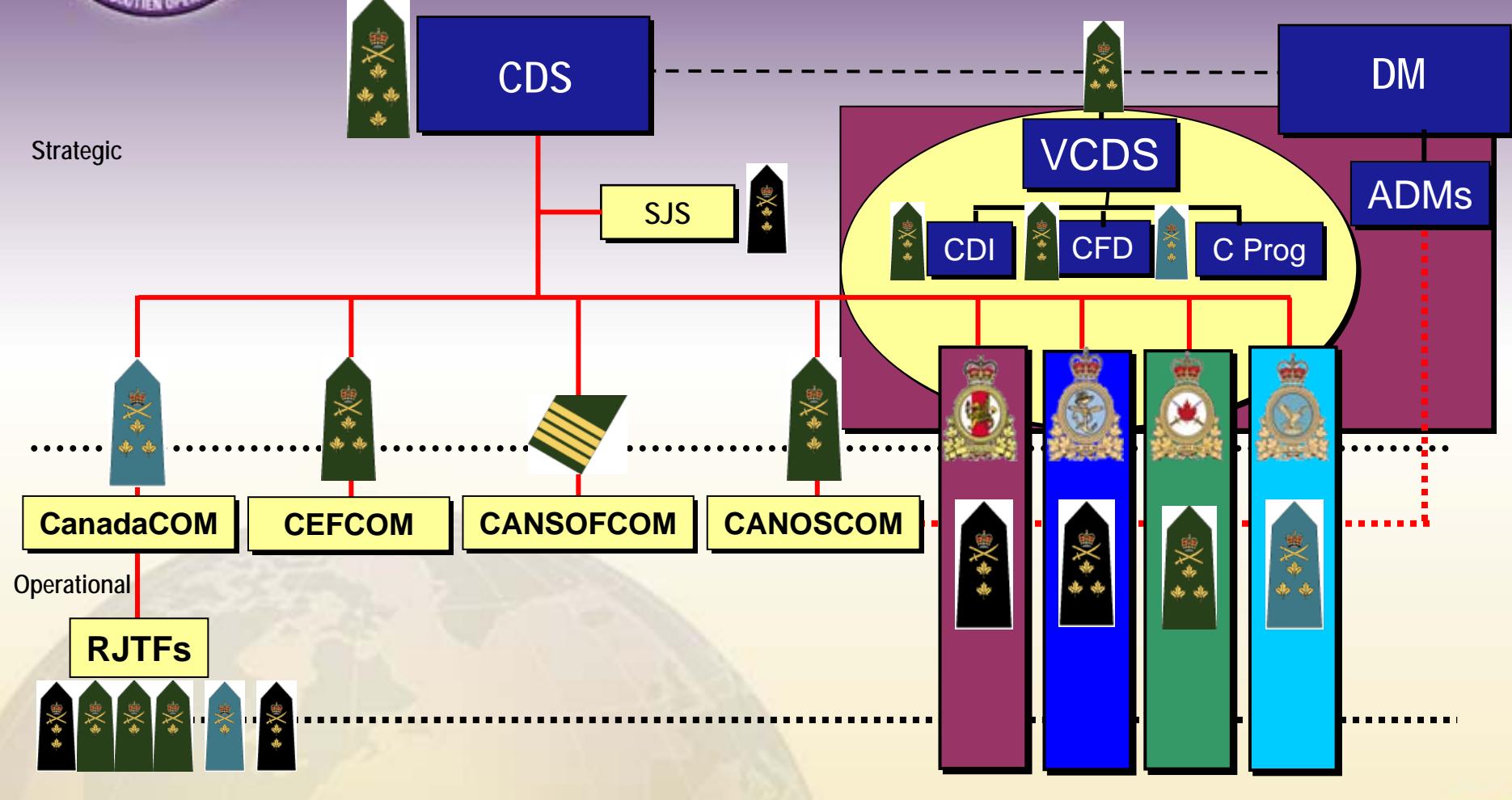
Content

- Canadian Forces Transformation
- Theatre Support Framework
- Multinational Logistics Initiatives
- Conclusions





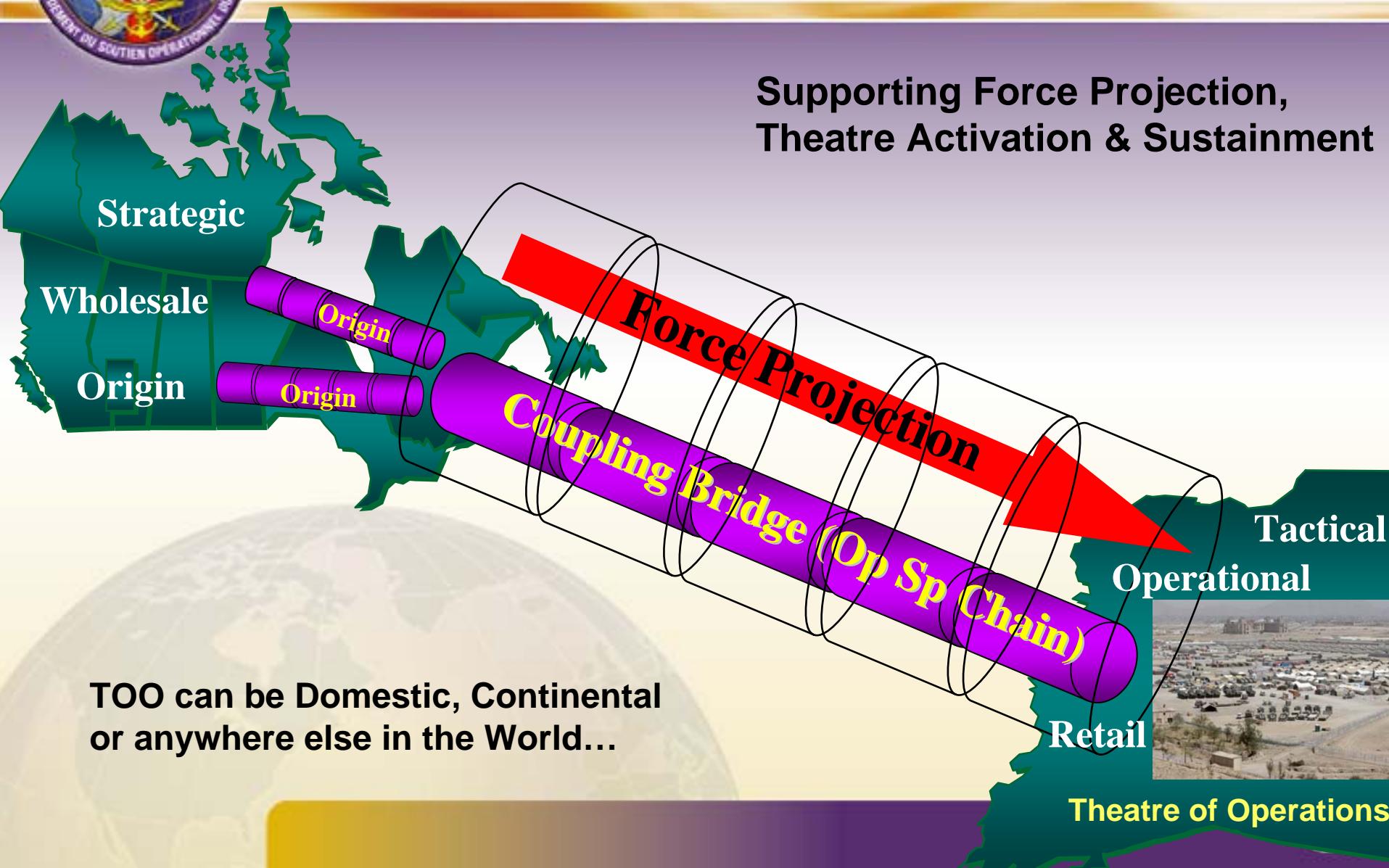
Canadian Forces Command Structure





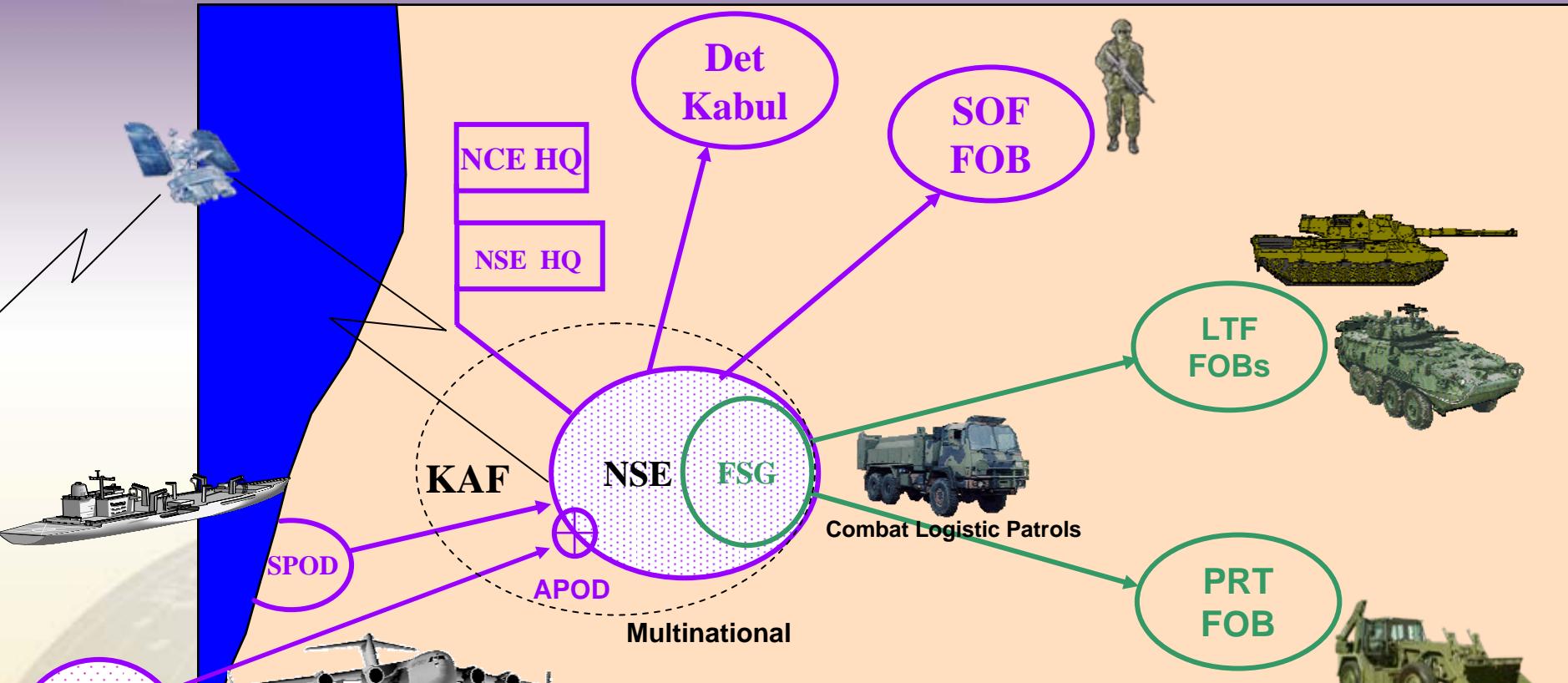
CANOSCOM Mandate

Supporting Force Projection,
Theatre Activation & Sustainment





Typical Theatre Support Framework



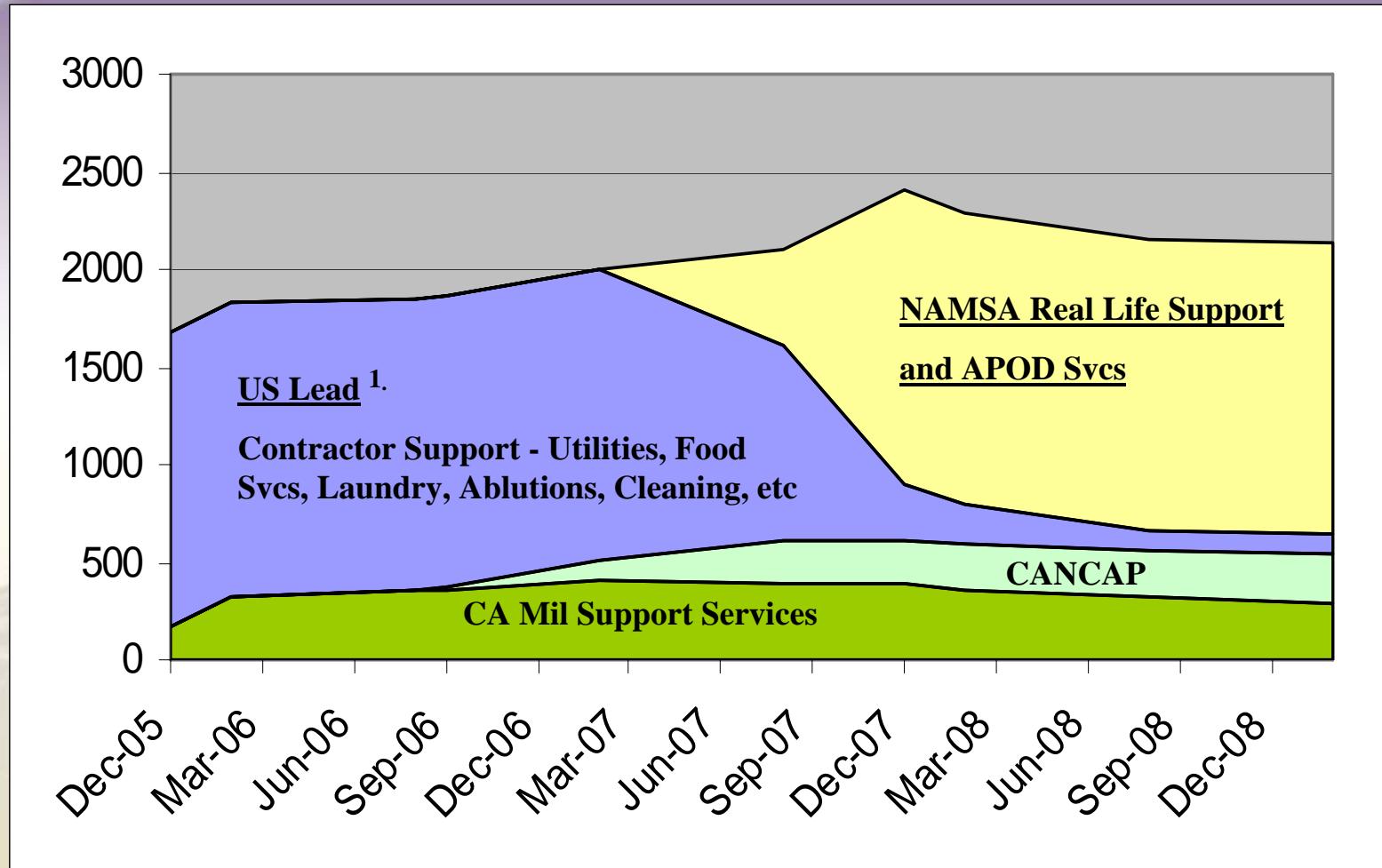


Multinational Logistics Initiatives

- Concept Development thru Quadripartite Logistics Forum (QLF)
- Influence on Asia-Pacific Countries thru PASOLS (MSLH for HA/DR)
- Influence on NATO thru:
 - Representation at SNLC (SLSB on V&O, OLCM, ISAF Sp,...)
 - Enabling NAMSA as a Multinational Service Provider for NATO in ISAF
 - Enabling of KAF APOD Crisis Establishment with sp from US-UK-CA-NL
 - Better NATO visibility of key assets at KAF APOD (Fuel)
 - Strategic Lift Initiatives (SALIS/MCCE) and Staffing of OLCM
 - Pressure for Pilot Project on Intra-Theatre Movement in ISAF
- Global Reach Hub and Spokes Concept



Multinational Support at KAF APOD



Force Protection Urgent Operational Requirements (UORs)





Success thru Visibility

Quite a challenge in a
Globalized, MEO, Just-in-time Delivery
Business Like Era

Domain Wide Visibility

Canada COM // CEFCOM

CANSOFCOM // CANOSCOM

CMS

CLS

CAS

L1s

In Transit

At Supplier/Manufacturer

Deployed in different TOO

Avail in CF Inventory

Disposal

In-Service Support

Distribution

Warehousing

Acquisition

Requirements

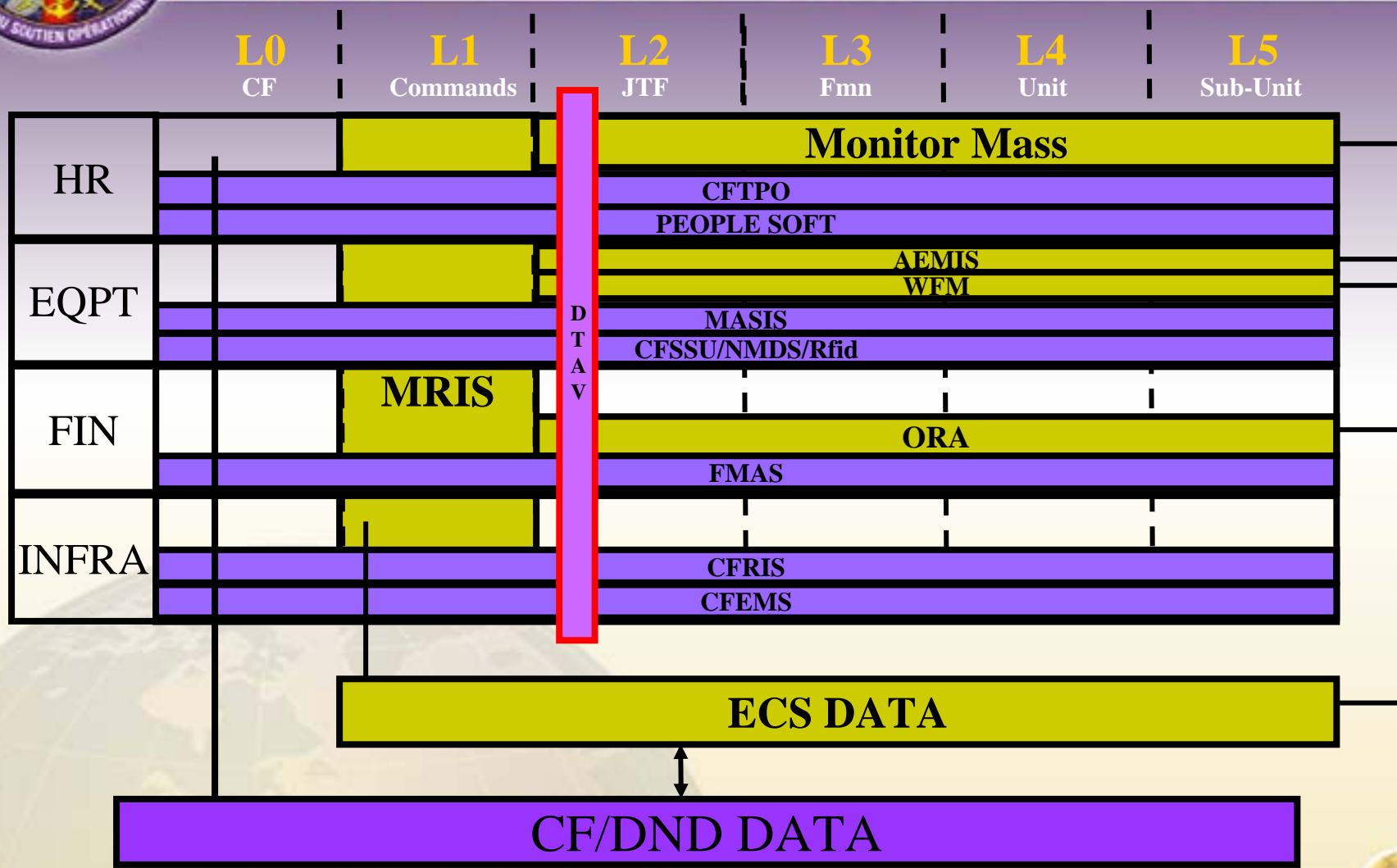
Resources

Processes

Support Functions and Capabilities



Visibility thru CF Wide CIS & DTAV



Initiating Directive

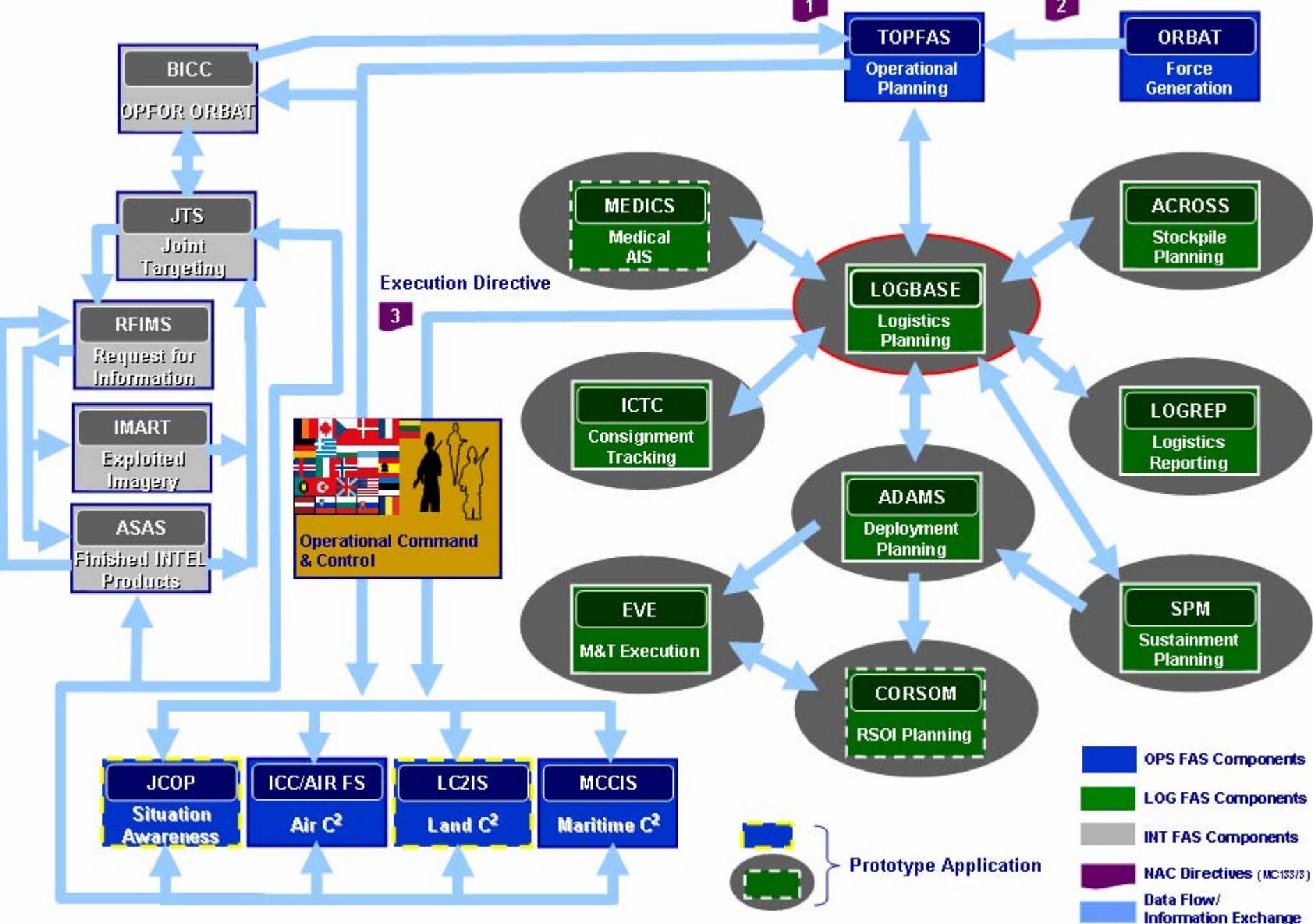
Force Activation Directive

1

2

Execution Directive

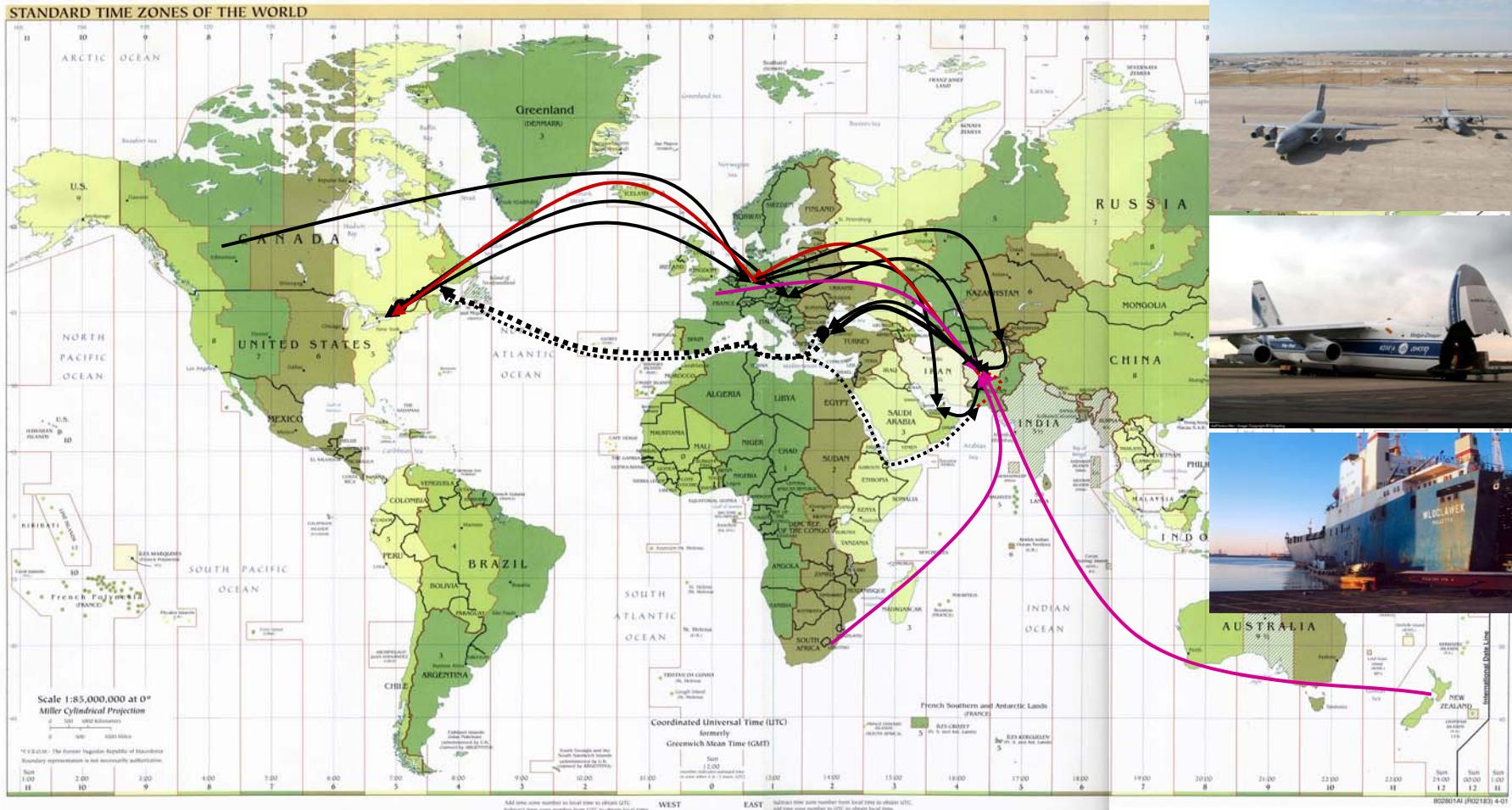
3





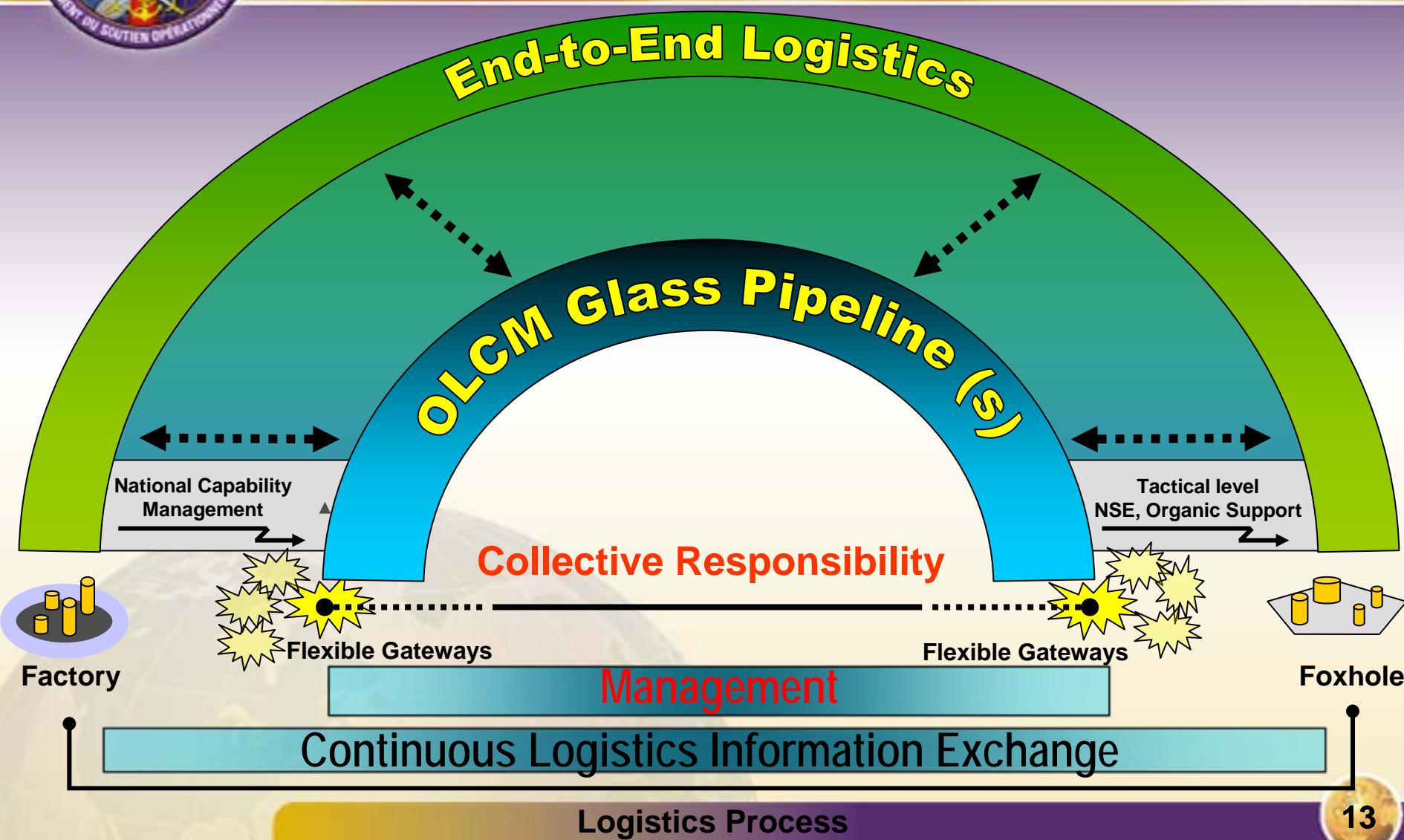
Support to JTF Afghanistan

OP SUPPORT CHAIN





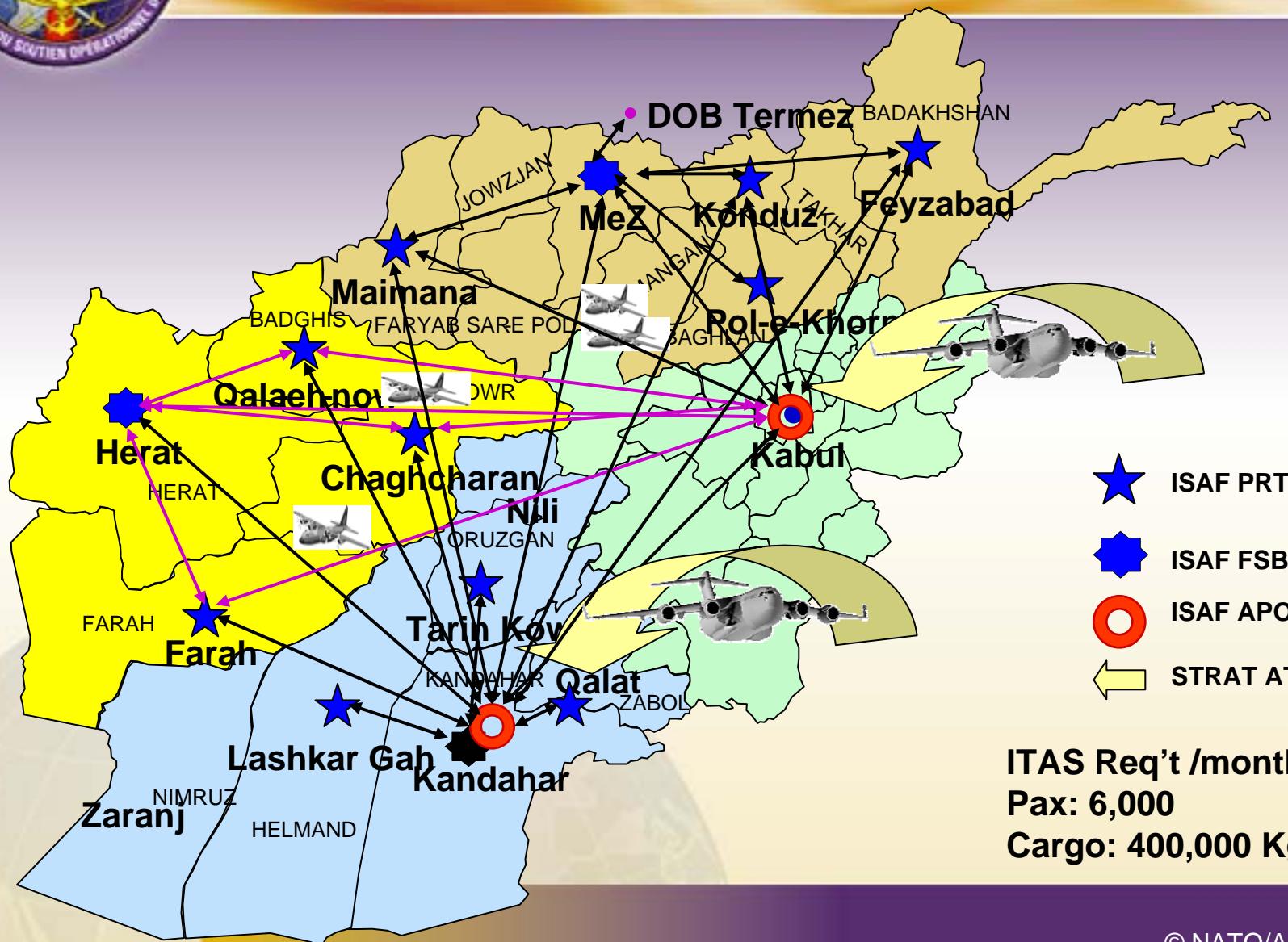
NATO Operational Logistics Chain Management Concept





NATO - ISAF

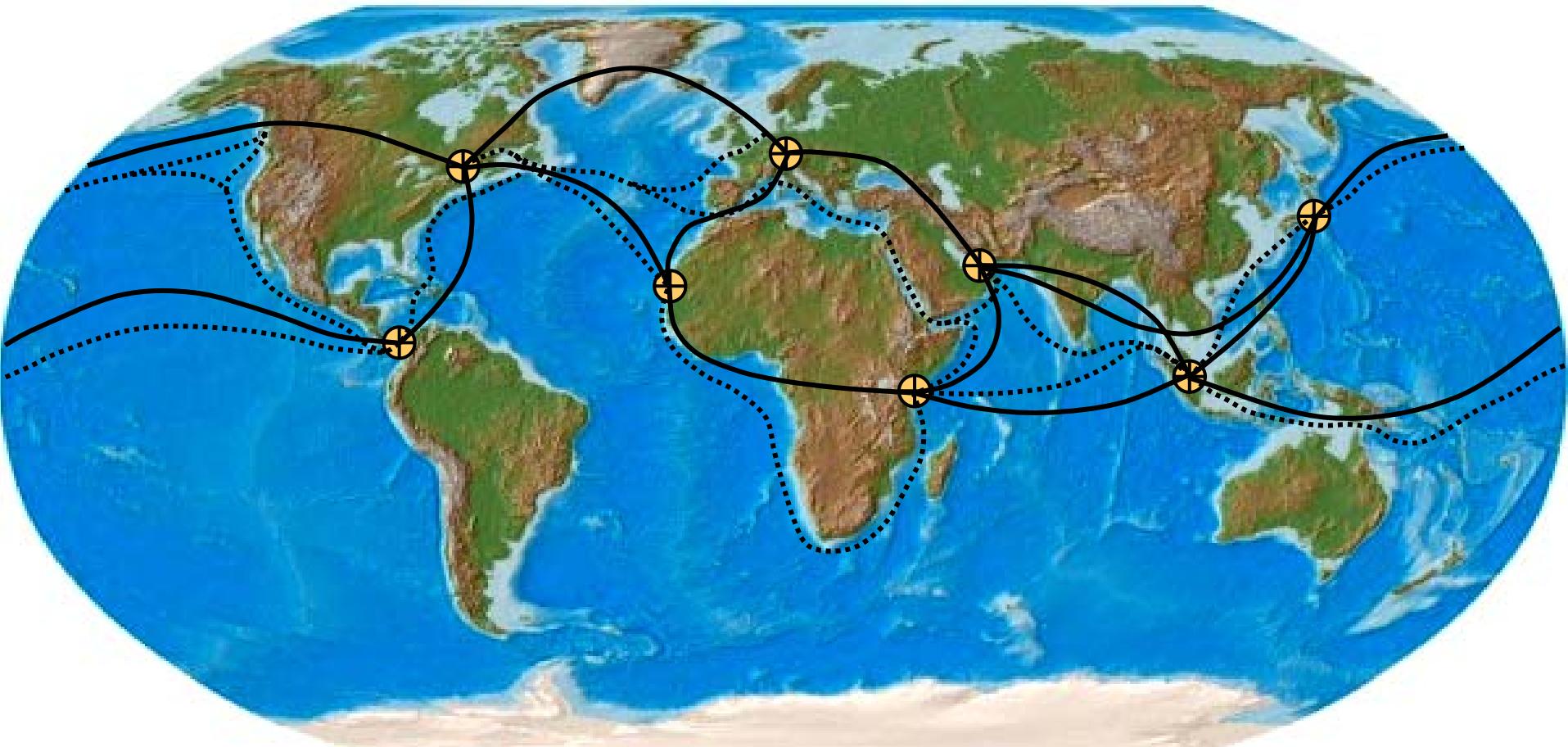
Intra-Theatre Movement Pilot Project



ITAS Req't /month:
Pax: 6,000
Cargo: 400,000 Kg



Global Reach Hub and Spokes Concept





Conclusions

- Op Sp of Joint & Combined Ops such as ISAF is quite a challenge
- Have been very successful thus far on all fronts
- Breaking new grounds in terms of Visibility of key assets
- Need to improve on the Multinational/NATO Op Sp front
- Need to better understand and manage risks in this new "Globalization/MEO/Just in Time Delivery" Business like era



*In war Logisticians determine who will win,
Then Operators go forth and make it happen*

Erwin Rommel



Questions?



Synchronizing Global Defense Logistics



Unity of Effort



NDIA Logistics Conference



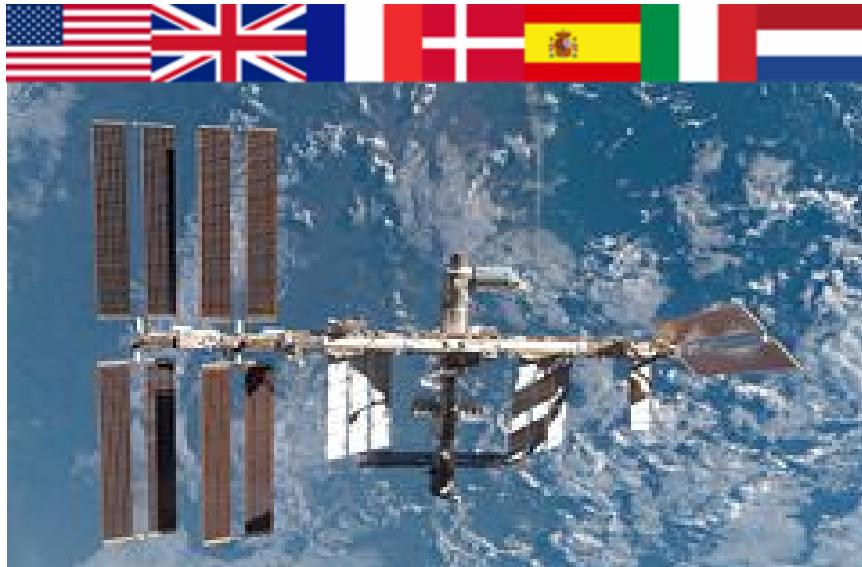
LTG C.V. Christianson
Director of Logistics (J-4)
Joint Staff
12 March 2008





Daunting Challenge, but we either...

Achieve Unity of Effort . . .



Or else...





Strategic Perspective...

Unified Action:

The ***synchronization***, ***coordination***, and ***integration*** of Joint, Single-Service, and Multinational operations with the operations of other USG agencies, NGOs, and IGOs, and the private sector ***to achieve unity of effort***.

Unity of Effort:

Coordination and ***cooperation*** toward ***common objectives***, even if the participants are ***not necessarily part of the same command*** or organization - the product of successful unified action.

JP 1, Doctrine for the Armed Forces of the United States, 14 May 2007

How can we achieve *Unity of Effort* absent *Unity of Command*?

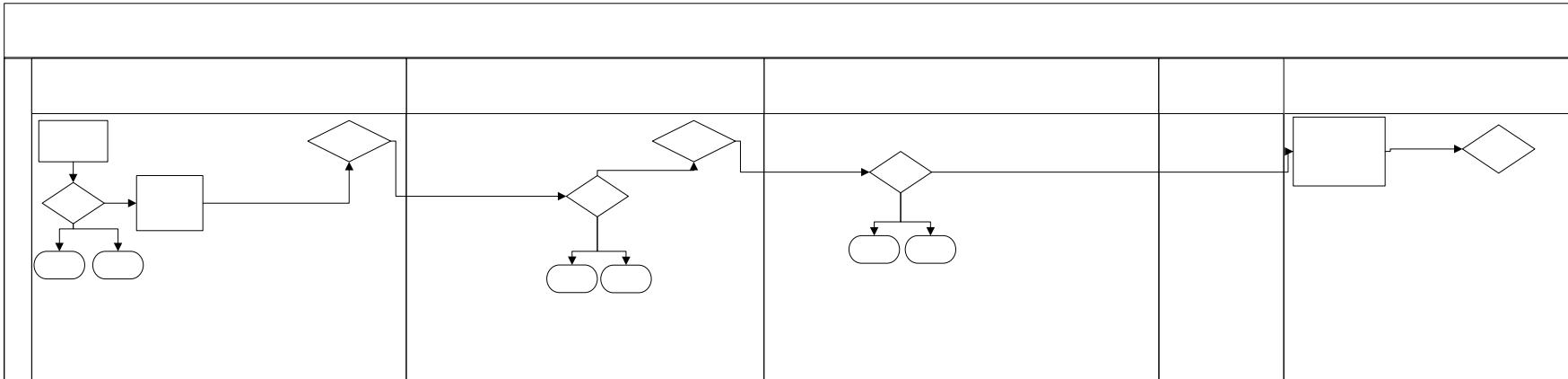


Achieving Unity of Effort...

- Define the Process
 - Achieve shared understanding of **how a process works and what it delivers (why it exists)**
 - Provide a **common lexicon**
- Understand Roles and Responsibilities
 - Identify the **players** and their **purpose**
 - Define **responsibilities, deliverables, and relationships**
- Share Common Process Output Metrics
 - Ensure **customer outcomes** drive performance metrics
 - Target the **same high-level metric** to value internal sub-process metrics
- Provide Transparency into the Process
 - Allow all players to see into process to...
 - **improve decision making**
 - **assess effectiveness**
 - Enable the placement of “**sensors**” at the right nodes



Define the Process...



**How does the patient movement process work?
What does it deliver?**

Inputs

- Pt Condition (At Risk)
- Evac Platform (Tactical/Strategic)
- MTF Locations (Austere)
- First Responder Actions
- CL VIII / PMI
- Trans Bed Plan / Lift Bed Plan
- Monitor Bed / Transportation Status
- Patient's Individual Readiness
- Common Operating Picture (Medical MET-T)

Tasks

Patient Movement by Service and Taxonomy

- Provide Patient Movement
- Coordinate Patient Movement
- Assure Force Protection for PM
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- Conduct Pt Reception Operations

Point of Injury

- Patient Redistribution (Inter Theater)
- Validate Pt Personnel Demographics

Outputs

Patient Visibility

- Condition
- Location
- Patient Disposition

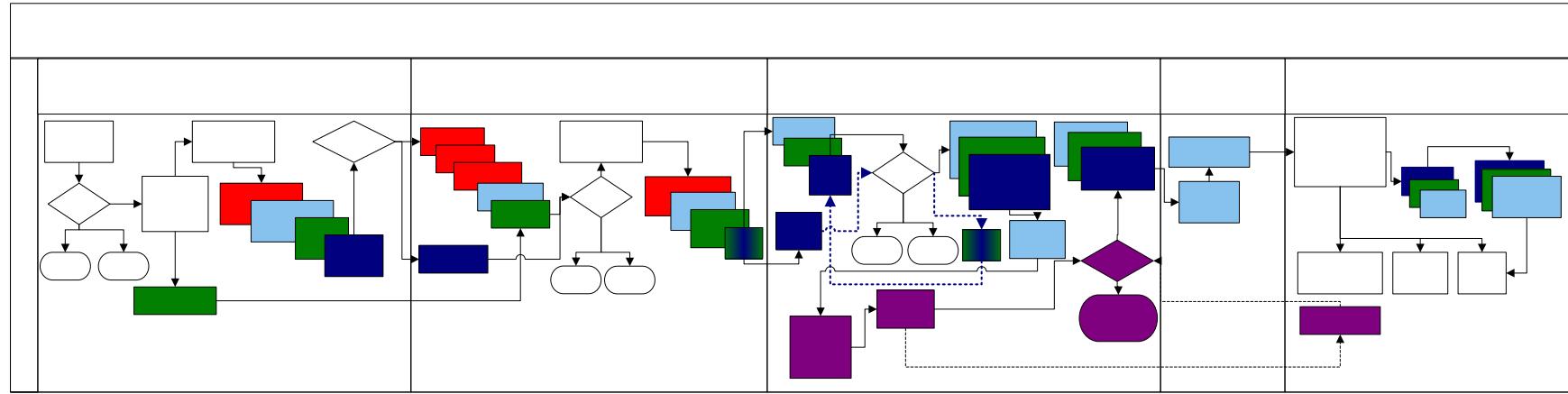
First Responder (Medic, Corpsman)

Why?

Conserve the Fighting Force!



Roles and Responsibilities...

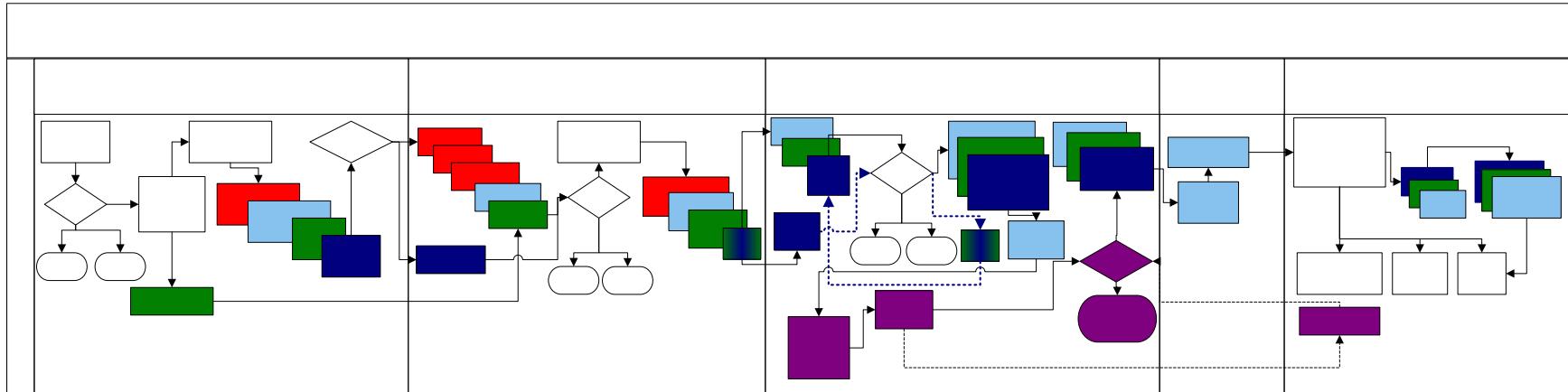


Identify the players and their purpose
Define responsibilities, relationships, and deliverables

Purpose	Players	Deliverable
Evacuation	GA, AA, AE, CCATT, SOCCAT, AE LT	Time Definite Delivery, Correct location, Maintain condition
Treatment	CSH, EMEDS, FRS, First Responders, Hosp. Ship, STP, FRSS, Surg. Co, FST, Bn Aid Station	Medic Corpsman (Quality Care Corpsman) patient to best possible condition
Command & Control	Cmd. Surg, MRO, MRCO Injury J/T/GPMRC, JTF SG, AE LT	Regulating Assess and optimize Facility Authority performance



Common Output Metrics...



What is the expected outcome?
Shared, common metric against which we “value”...

VISIBILITY

- *Where is the Patient...?*
- *What is the Patient's Condition...?*
- *Where does the Patient need to go for care...?*
- *How will the Patient get there...?*

Injury

Authority

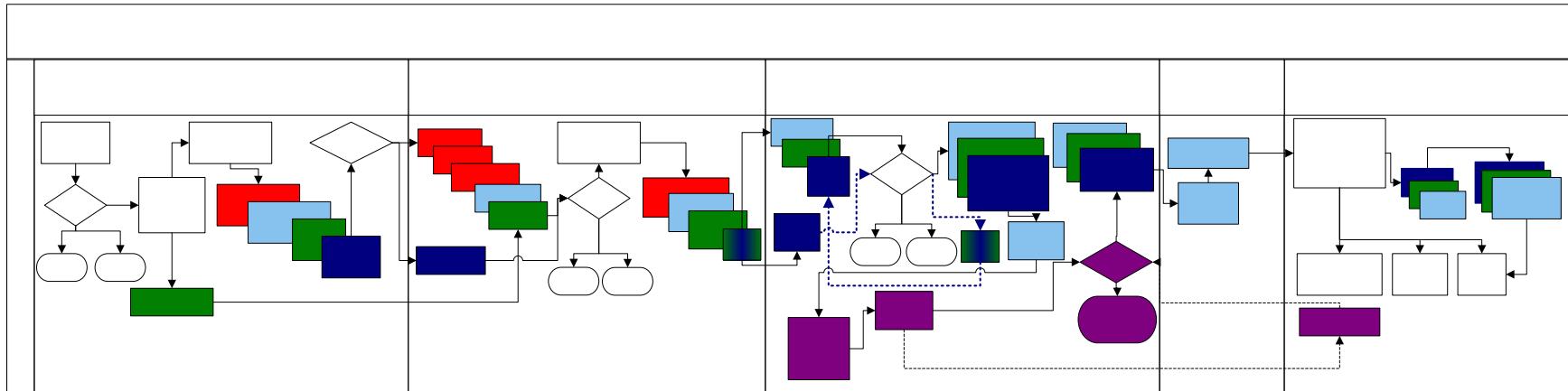
Tax

nan)

facility



Provide Transparency...



Allow all players to see into the process

- Improve decision making;
- Assess effectiveness;
- Enable the placement of “sensors” at the right nodes

How do we optimize Evacuation, Treatment and C2 across the
Joint process to deliver visibility?

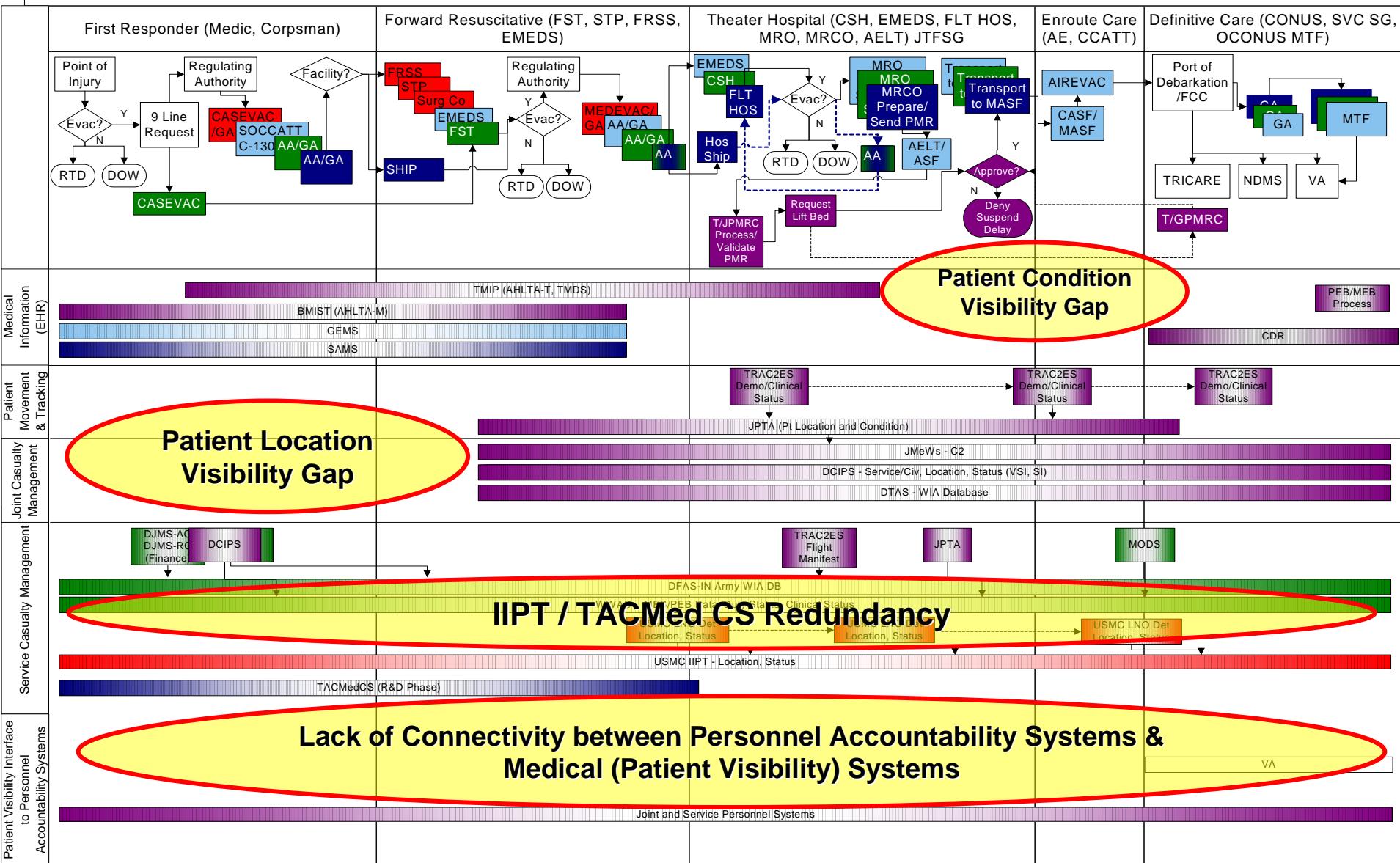
How do we “value” the tradeoffs we’ll need to make?

Injury

Affinity

Process Analysis...

Patient Movement by Service and Taxonomy of Care





Unity of Effort

*How can You
Make a Difference?*



Play Video...

<http://www.ted.com/talks/view/id/82>



You Must...

- **Establish & Share your Vision**
 - *Focus on the future*
- **Create a Passion for Change**
 - *Lead with your active participation*
- **Demand Success**
 - *As defined and measured by the JFC*
- **Span Boundaries**
 - *Cross organizational and cultural aisles*
- **Build Relationships**
 - *Matrix people and organizations*



Discussion





Synchronizing Global Defense Logistics



Unity of Effort



NDIA Logistics Conference



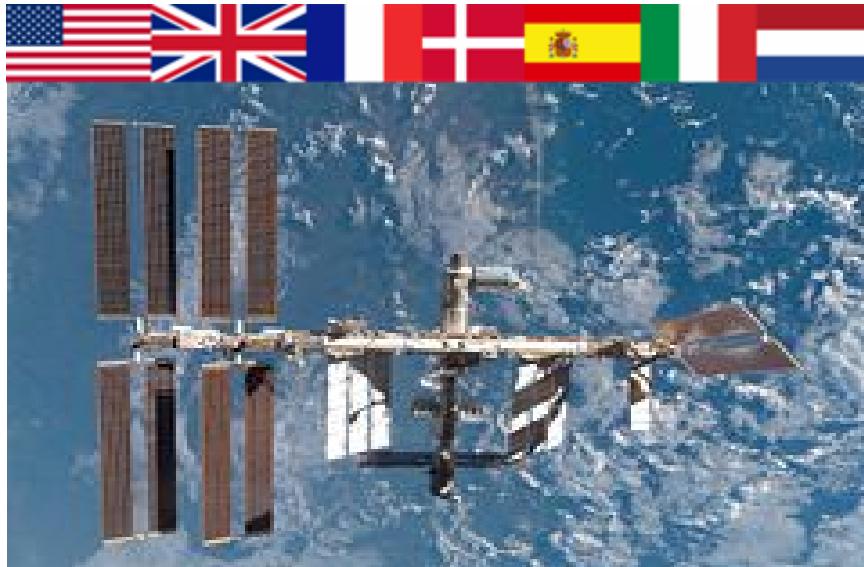
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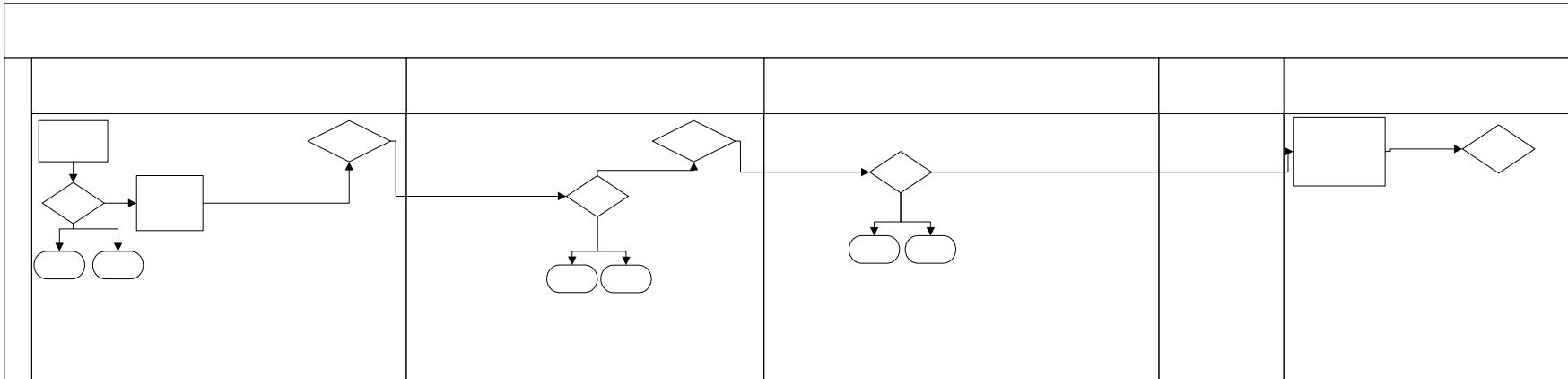


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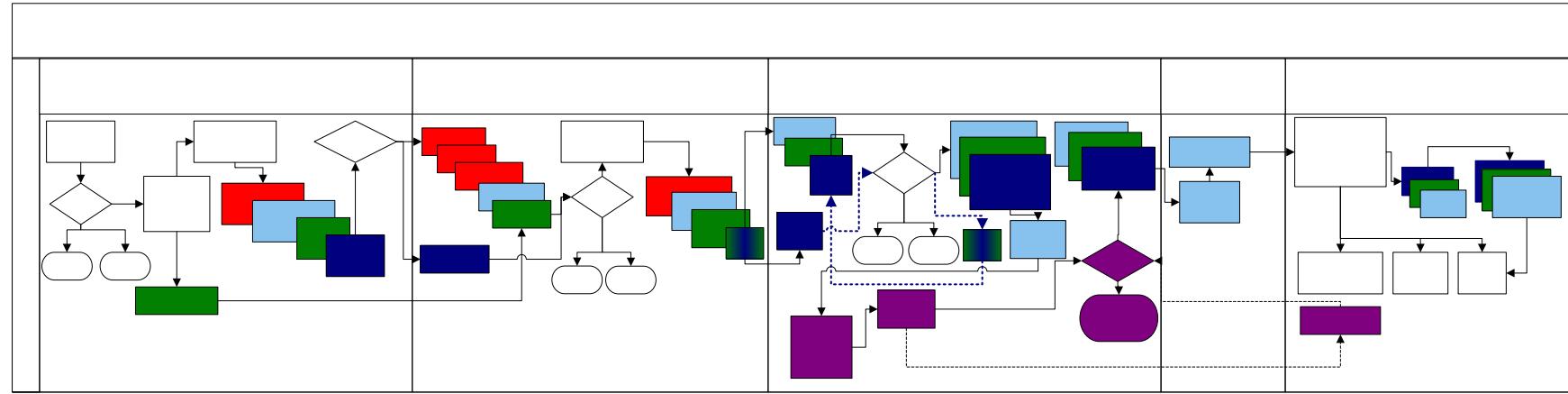
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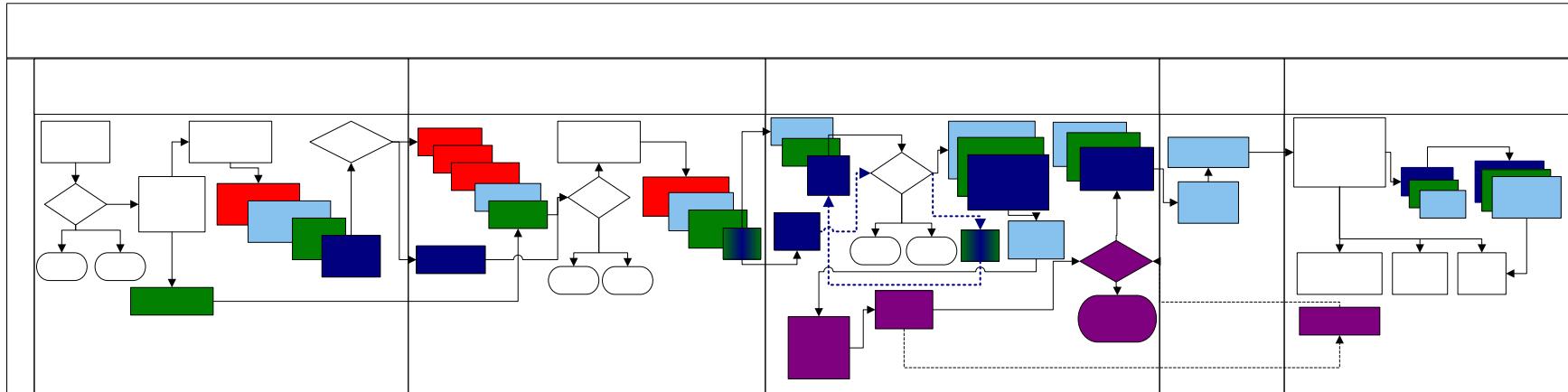


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- *How will the Patient get there...?*

Injury

Authority

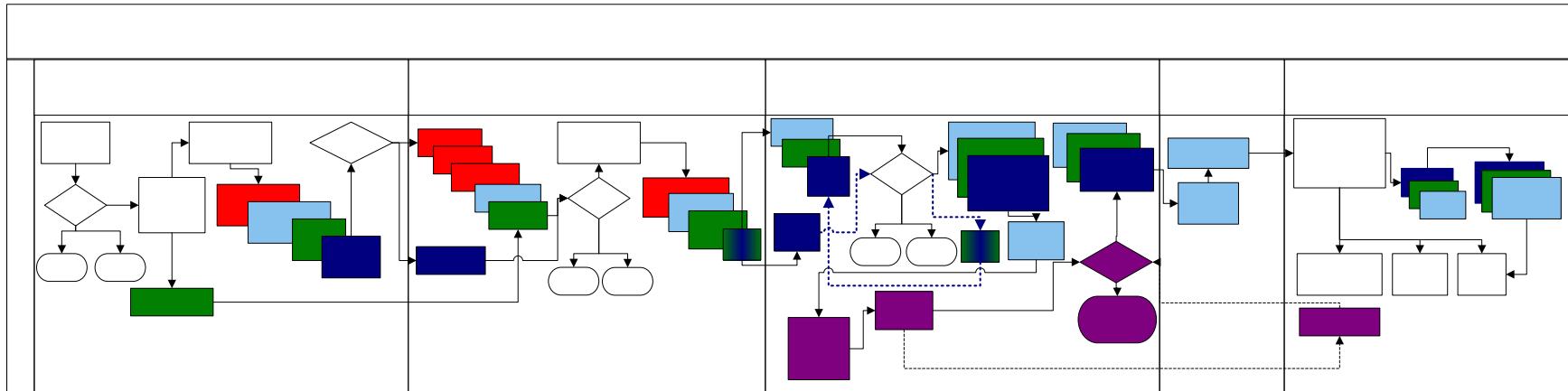
Tax

nan)

facility



Provide Transparency...



Allow all players to see into the process

- Improve decision making;
- Assess effectiveness;
- Enable the placement of “sensors” at the right nodes

How do we optimize Evacuation, Treatment and C2 across the
Joint process to deliver visibility?

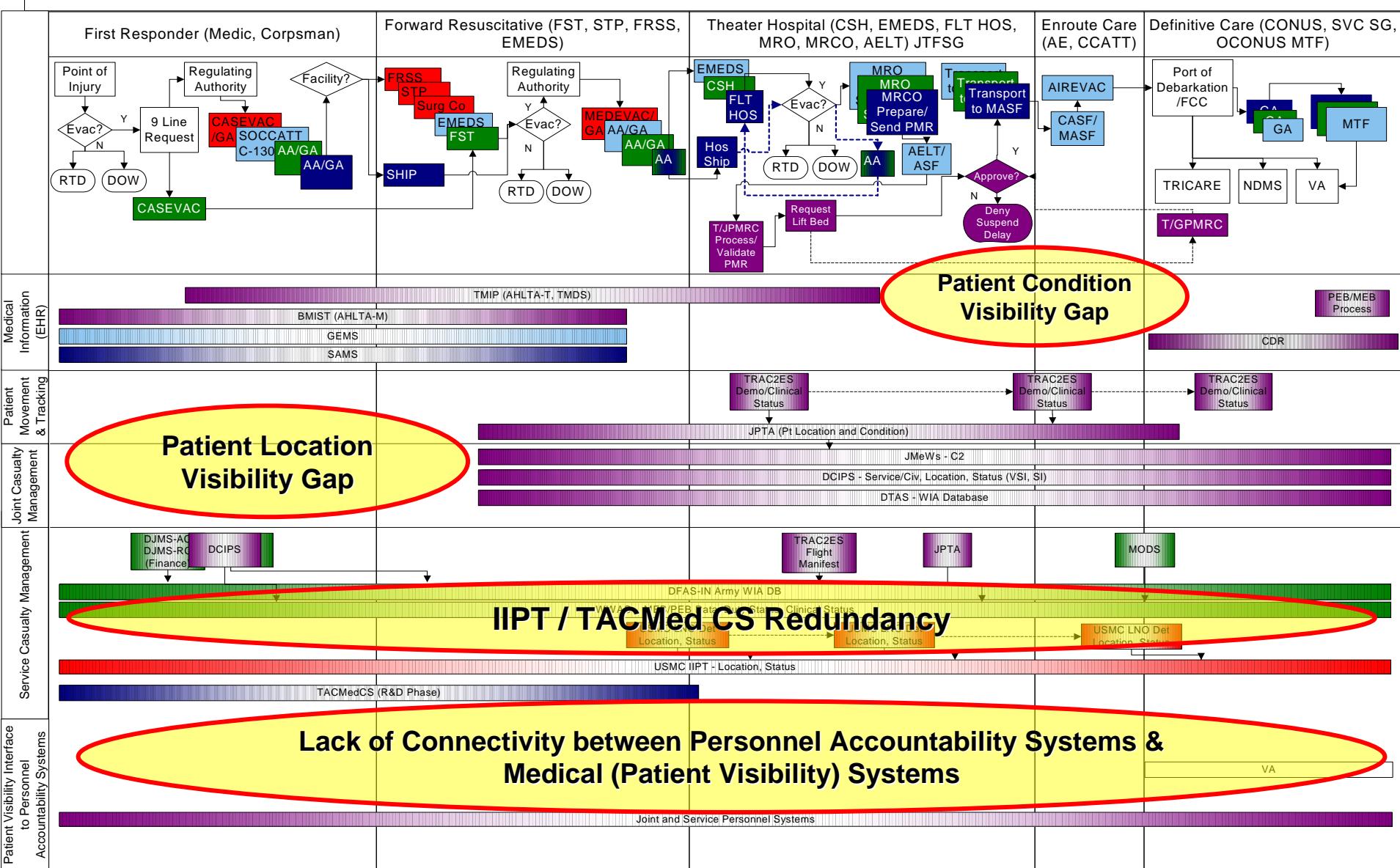
How do we “value” the tradeoffs we’ll need to make?

Injury

Affinity

Process Analysis...

Patient Movement by Service and Taxonomy of Care





Unity of Effort

*How can You
Make a Difference?*



Play Video...





You Must...

- **Establish & Share your Vision**
 - *Focus on the future*
- **Create a Passion for Change**
 - *Lead with your active participation*
- **Demand Success**
 - *As defined and measured by the JFC*
- **Span Boundaries**
 - *Cross organizational and cultural aisles*
- **Build Relationships**
 - *Matrix people and organizations*



Discussion





Defense Information Systems Agency
Department of Defense

NDIA National Logistics Symposium

Global Combat Support System (GCSS)

Lt Gen Charlie Croom
Director, Defense Information Systems Agency
Commander, JTF-GNO
12 March 2008

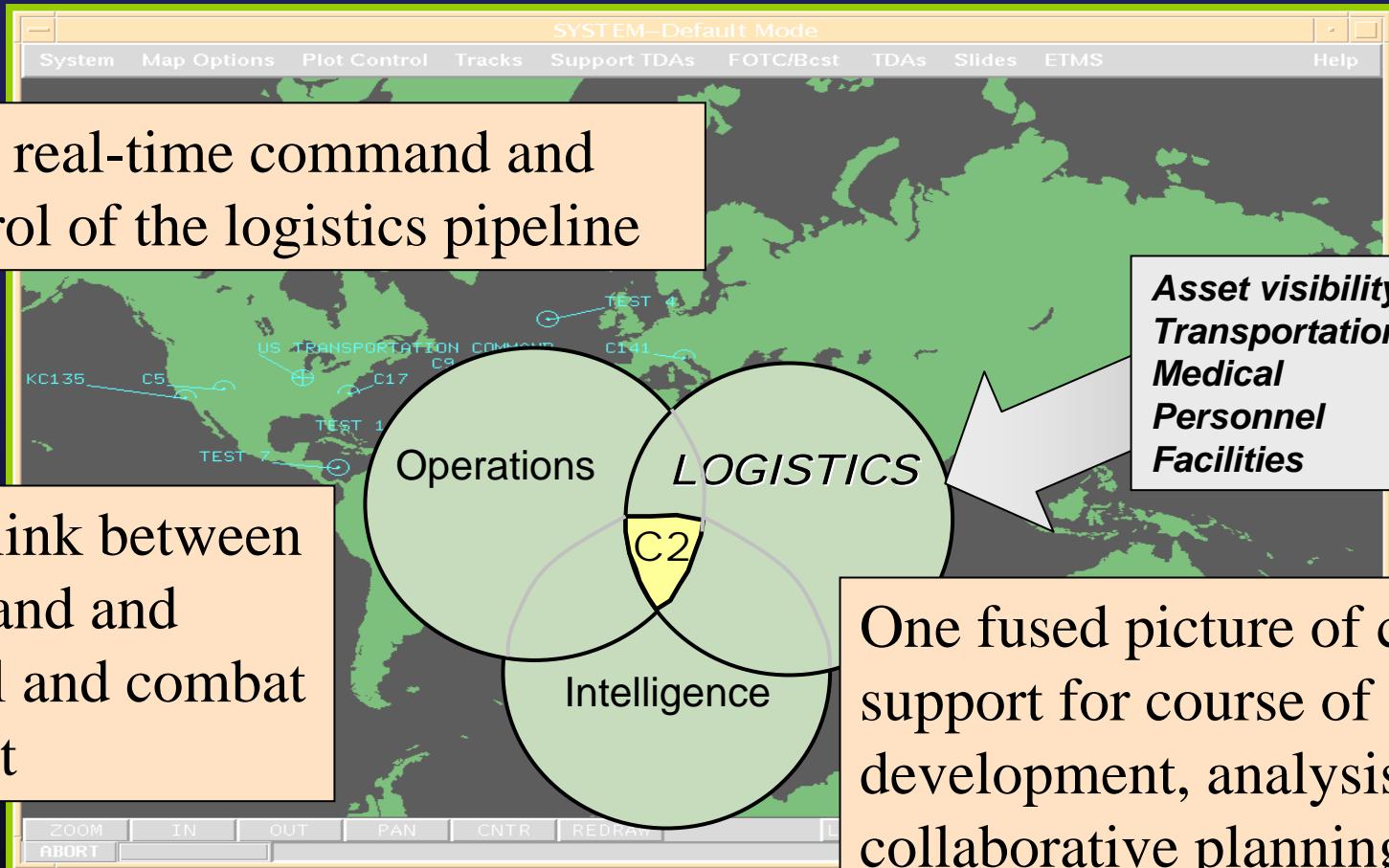
Information Needs of the Warfighter



When, who, how many, where:

- Personnel • Host Nation support
- Ammo • Fuel

GCSS VISION



PLAN, EXECUTE, & MONITOR JOINT LOGISTICS OPERATIONS



J4's Top Requirements

- Real-time, map-based displays and charts
- Real-time connectivity to services/agency data sources, data bases, systems
- Plan, manage, and track movements and distribution
- Provide timely & accurate information on location and status of supplies
- Provide status of deployment & distribution nodes
- Conduct real-time supportability analysis of courses of action
- Provide retrograde status & control information
- Provide capability to track NEO, humanitarian assistance support, and personnel
- Estimate & track costs associated with logistics support

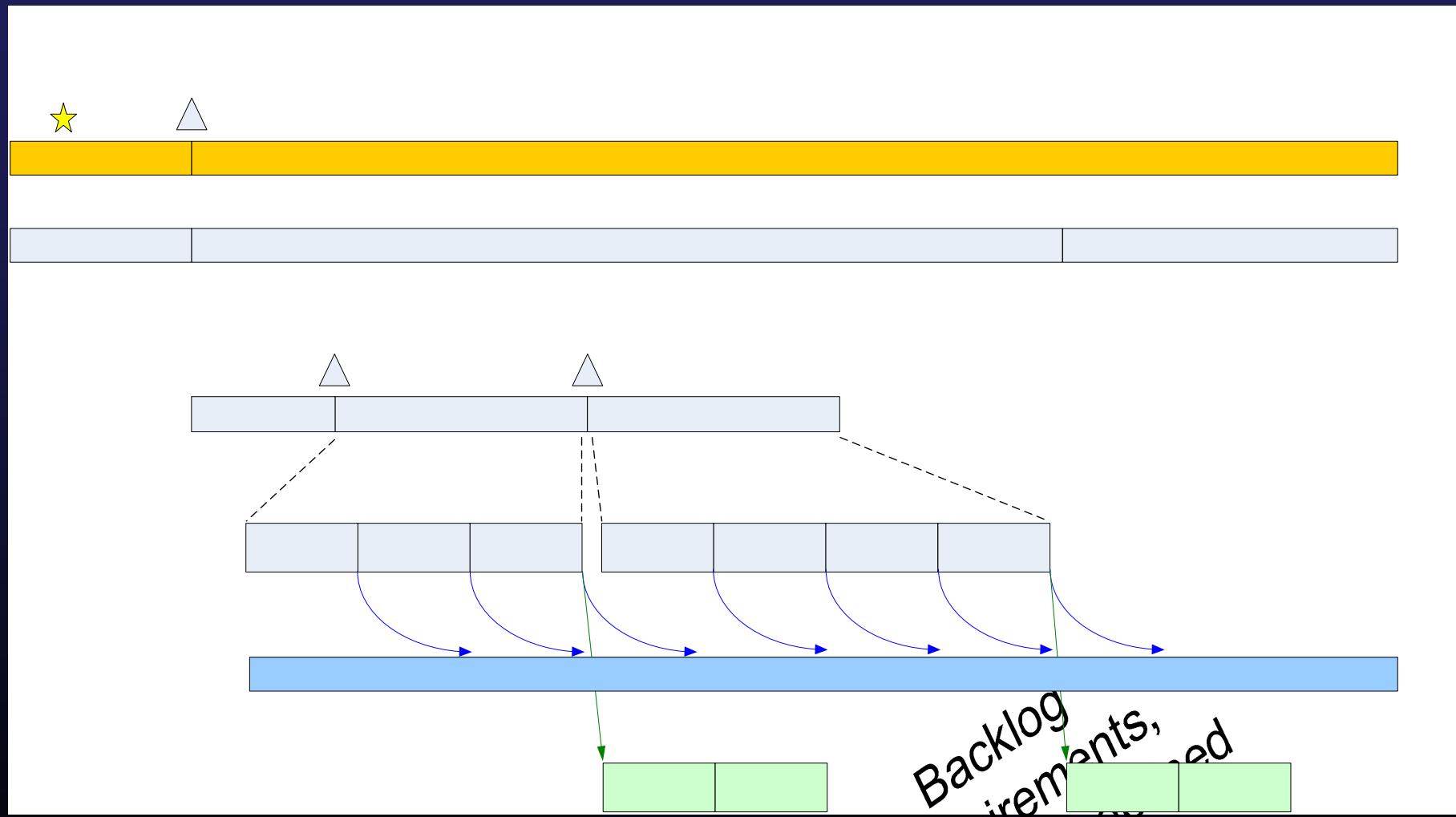


Philosophy Changes

- Increase speed of delivering capabilities
- Adoption of existing capabilities and services
- Information sharing across DoD lines with other government and coalition partners

GCSS 7.0

Sequence of Events





Challenges

- **Synchronization of Schedules with Partners**
- **Posture for Leveraging Enterprise Services**
- **Providing & Making Available Capabilities to Support Coalition Requirements**
- **Establishing Partnerships with Other Government Agencies**
- **Managing Expectations**
- **Delivering Capability In Less Than 3-Months**

DISA



DISA

David Falvey



DISA

Frank Tempia



DISA

Christopher Beiswenger



LTG Mike McDuffie





The Army: Moving Towards Enterprise Logistics

12 March 2008

LTG Ann E. Dunwoody
Deputy Chief of Staff, G-4
Headquarters, Department of the Army



CSA's Direction

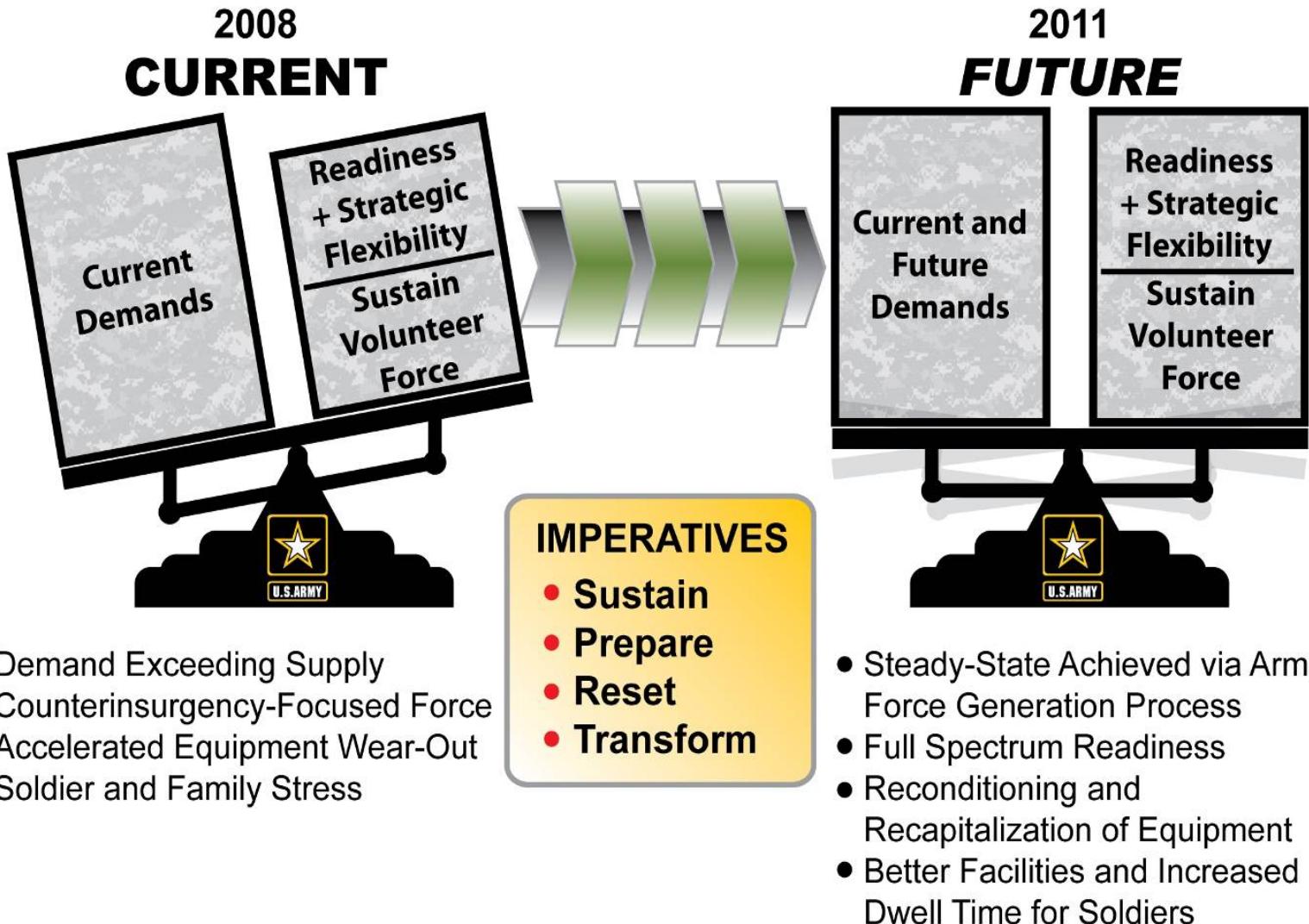
GEN Casey, AUSA Eisenhower Luncheon Remarks



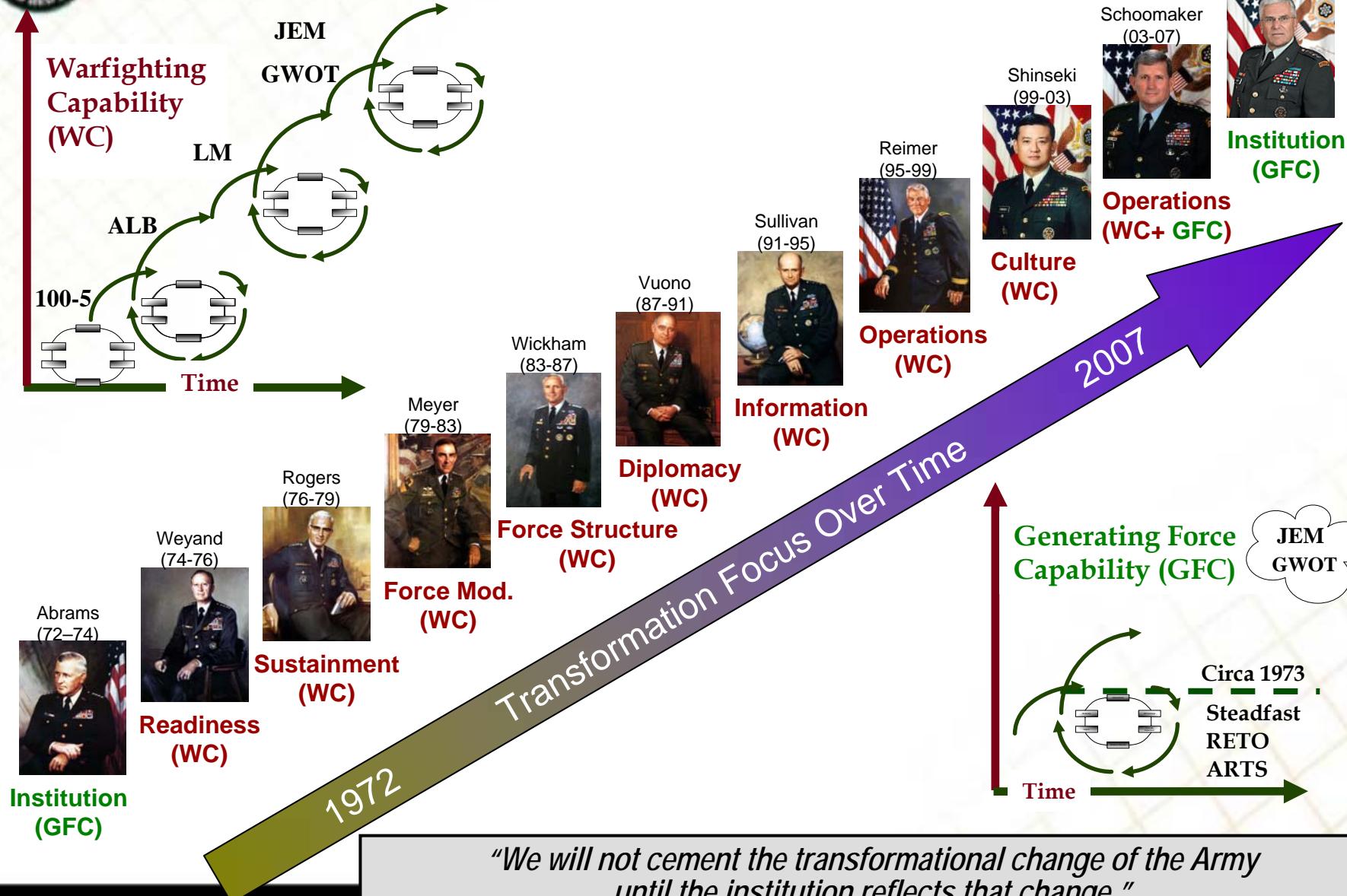
"We will act quickly to restore balance to preserve our All-Volunteer Force, restore necessary depth and breadth to Army capabilities, and build essential capacity for the future. Four imperatives will frame what we need to do. Implementing these imperatives will require several years, considerable resources and sustained commitment by Congress and the American people."



The Army is Out of Balance



Transformation: A Journey...





Back-Up



One Thing Remains Constant



The Soldier -
the Centerpiece of the Army

Living the Warrior Ethos -
on duty protecting the Nation
and the society they serve.



The Army is Out of Balance

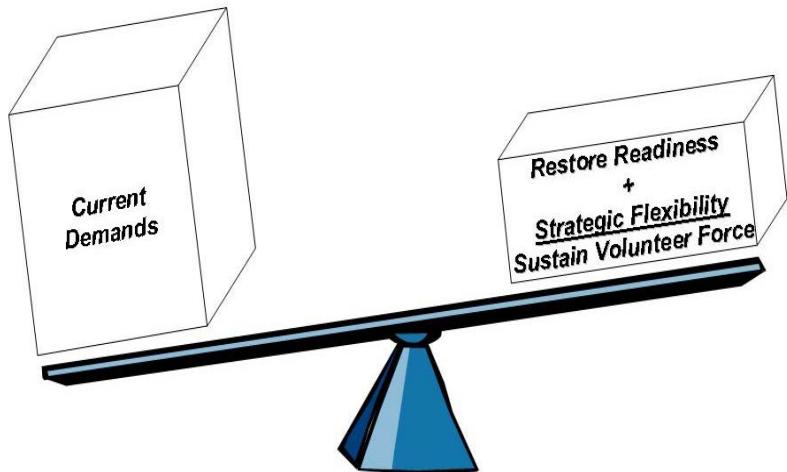
We need Congress' continuing support to:

SUSTAIN Soldiers, Families, and Civilians.

- Full funding for Family well-being programs in Adjusted GWOT Request

PREPARE forces for victory in the current fight.

- Full funding of Adjusted GWOT Request:
 - * To provide Soldiers best available equipment
 - * For Reserve Component Pre-Mob training
 - * To offset O&M reduction in base budget



RESET forces to rebuild readiness and to prepare for future deployments and contingencies.

- Full funding in GWOT Request and Adjusted Request for Army Pre-positioned Stocks, Theater Provided Equipment, and reset restoral.

TRANSFORM to meet demands of persistent conflict in the 21st Century.

- Support FCS in conference; fully fund JNN / WIN-T
- Support Armed Reconnaissance Helicopter
- Support the Joint Cargo Aircraft
- Support two additional PAC-3 (Patriot) battalions



The Army's Strategic Imperatives

PREPARE

Continue to prepare our
Soldiers for success in the
current conflict

SUSTAIN

Sustain our
Soldiers, Families
and Army Civilians



RESET

Reset expeditiously
for future
contingencies

TRANSFORM

Transform to meet the
demands of the 21st
Century

The Soldier...

The Centerpiece of Our Great Army

Laser-focused on the Chief's Imperatives



Historical Context

Broken Army

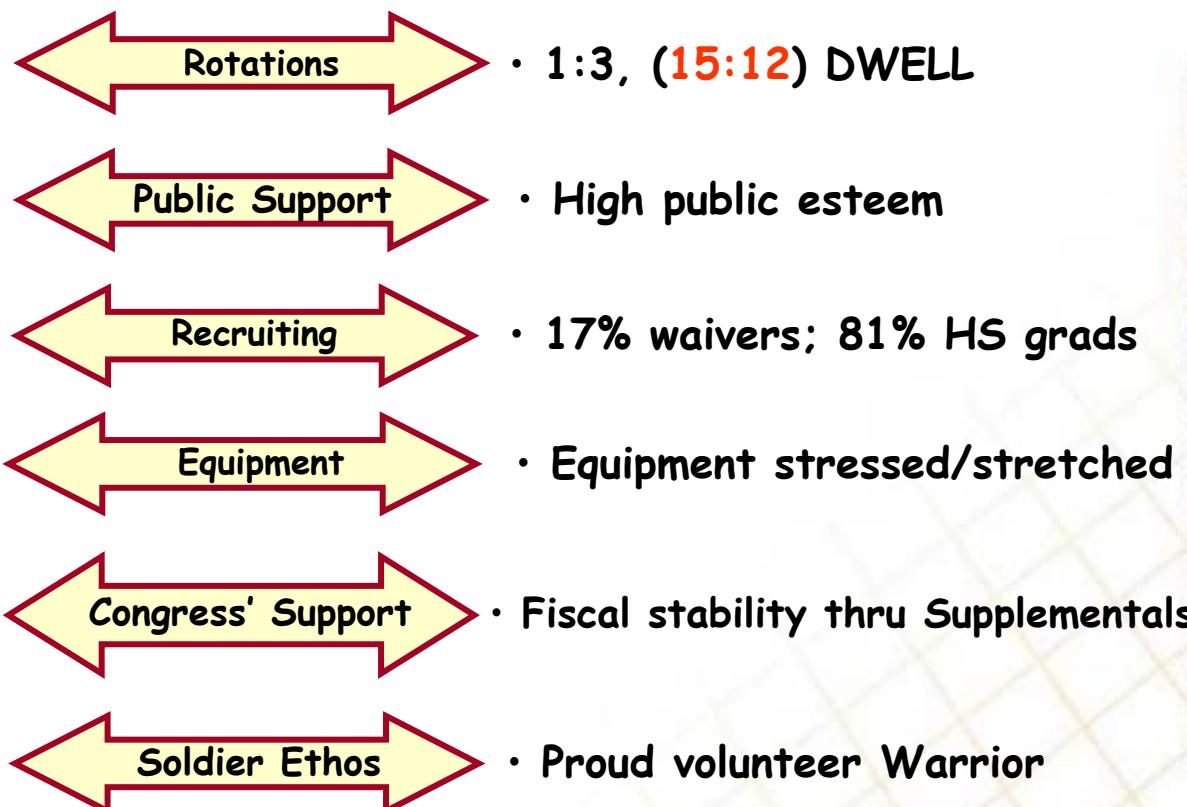
Then: 1965 - 1975

- 1:2 (**12:12**) DWELL
- Low public esteem
- 40% had no HS Diploma
- Old and outmoded equipment
- Severe fiscal constraints
- Underappreciated Draftee

Strength of the Nation

Now: 2003 - Present

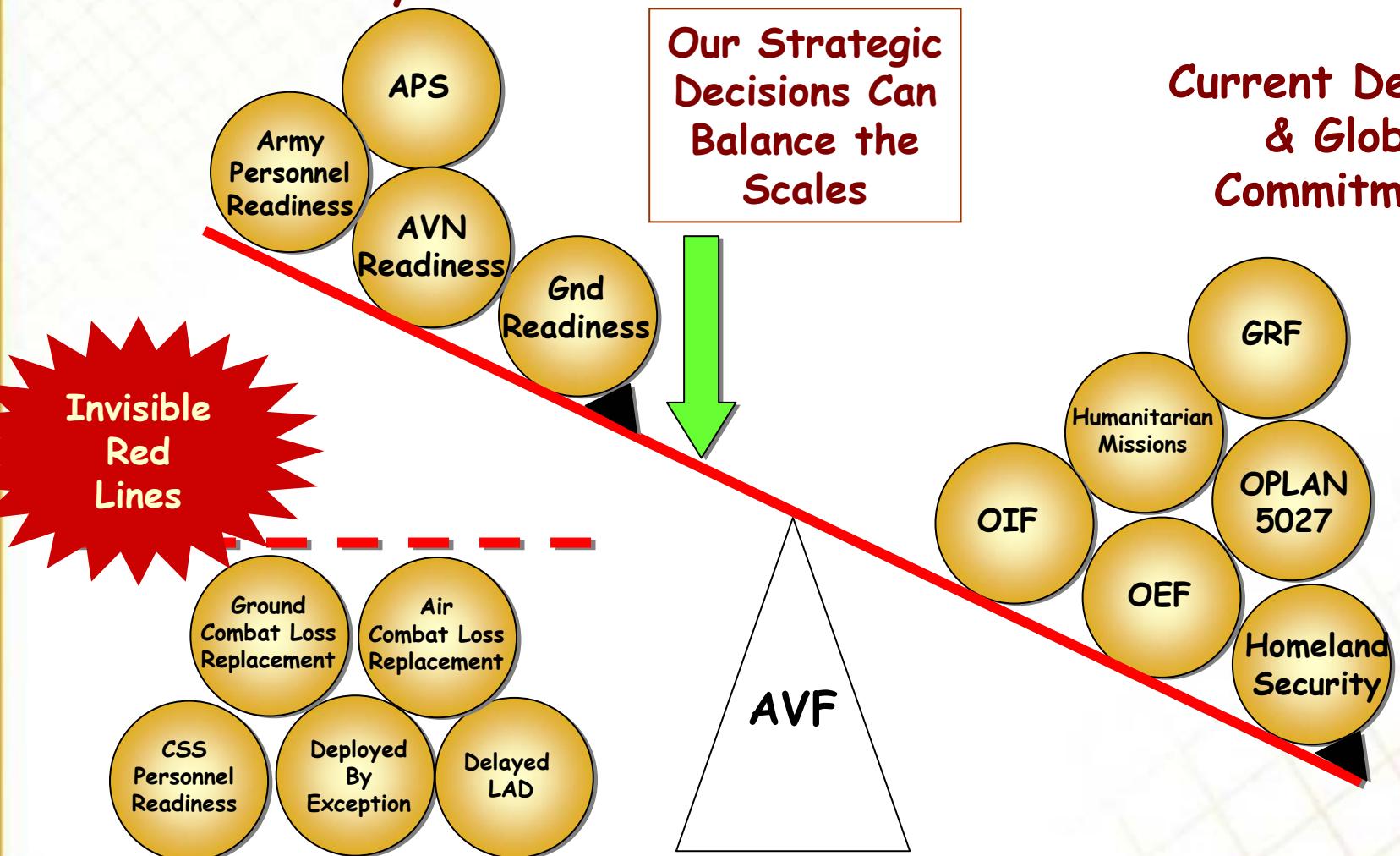
Red Lines





Readiness & Strategic Flexibility

Out of Balance Visible Redlines



Balance... People, Readiness and Strategic Flexibility



Army Logistics - Moving Out On All Fronts...

READINESS

Continued Congressional support has provided the necessary *means* for the Army to undertake disciplined, orderly ways of reconstituting and resetting the force ensuring the *ends* of restoring and building combat power

Army Readiness
Have sustained GWOT for 6 years
Ground Equipment Readiness > 90%

Industrial Base Production
Twice pre-war levels;
Greatest output since Vietnam

Reset
Historically under funded base Programs
- Over 367K items reset since FY 04;
Received \$17.1B for FY07 Reset

Army Prepositioned Stocks
Transformed and reset APS-4 in Korea and APS-5 in Kuwait; Source for Surge

Property Accountability
Achieving corporate visibility for \$230B enterprise

GWOT Equipment Retrograde
From 3,496 vehicles in FY05 to 33,715 in February 08

CSS Force Structure
Growing the Army - TAA 10-15

Logistics Automation Funding
Building a state of the art enterprise - Up \$800M from FY 06 funding

Supporting The Warfighter!



Tactical Wheeled Vehicles: What does the Future Hold?



GAMMA GOAT

STRYKER

Caterpillar 3126 turbo diesel 350hp

18-20 STons

\$4.13M/Vehicle



MRAP

\$600K-800K/Vehicle

M998 HMMWV

\$60K/Vehicle



UA HMMWV

\$150K/Vehicle



WWII - Willys/Ford Jeep

60 hp 134 cu in 4 cylinder

2,290 lbs

Approximate Cost \$2600/vehicle



1899 Woods
Electric Staff
Car



CUCV

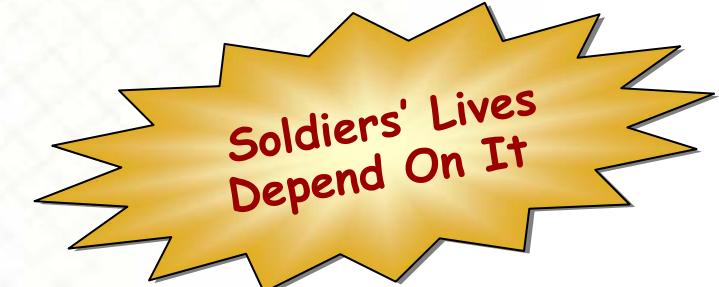


Unclassified

What We Need From You...

The Best Industry Has to Offer

Soldiers' Lives
Depend On It



Our Equipment Must Be:

- Safe
- Reliable
- Maintainable
- Supportable
- Trackable

And Most Importantly
Protect Our Soldiers



Army Logistics Transformation

Where We've Been



- Nov 07 - Multifunctional Logistics Branch
- Jun 07 - Employment of Logistics Concept of Support throughout AOR
- Oct 06 - ASC Operational/SDDC ADCON to AMC
- Mar 06 - Designed Single Army Log C2
- Feb 06 - ASC Concept Design Approved (Centralized Strategic Reachback)
- Feb 06 - Employment of Joint Logistics Headquarters in OEF
- Feb 06 - Total Army Analysis
- Jul 05 - ARFORGEN Approved
- Jun 05 - Logistics Functional Area Assessment
- Dec 04 - Joint Capable Concept of Support Approved
- Nov 04 - TSC, ESCs, Sust Bde Modular Design Concept Approved

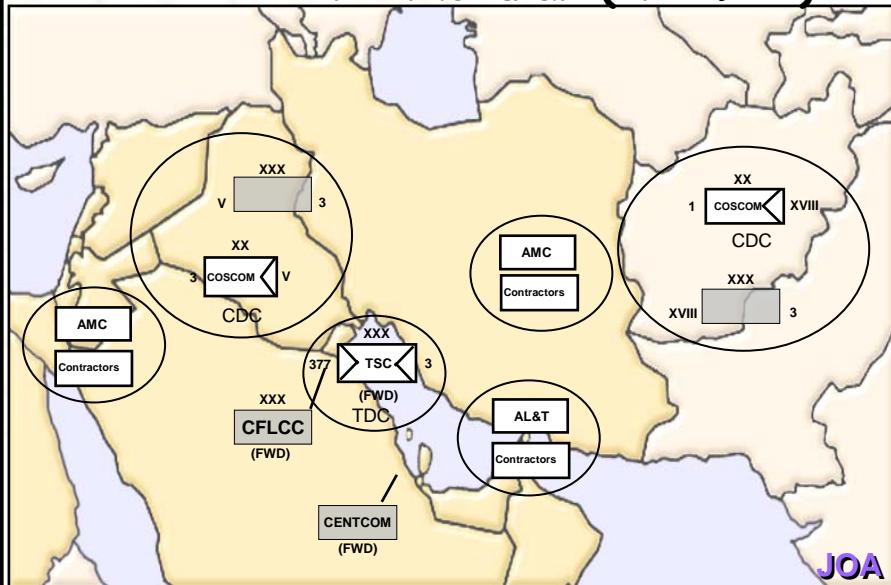
- SecArmy Decision
- CSA Decision
- VCSA Decision

ASC - Army Sustainment Command
AMC - Army Materiel Command
ESC - Expeditionary Sustainment Command
TSC - Theater Sustainment Command

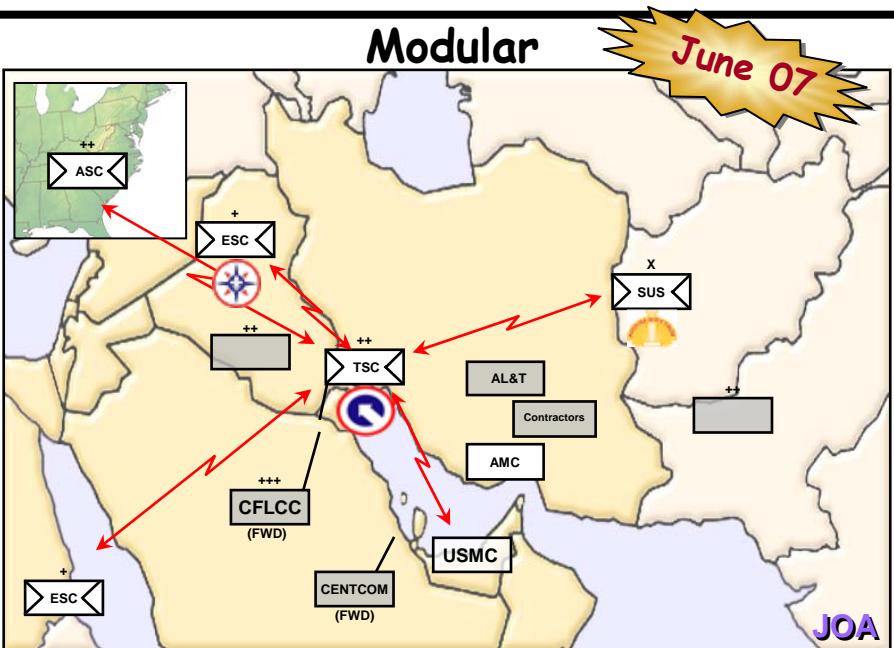


Transforming to Modular Logistics

Pre-Modular (Pre-911)



Modular



LOG C2

- Fragmented Combat Service Support
- No single log C2 in JOA
- No single E2E distribution manager
- Inter and intra-theater log layered
- Inability to operate in multiple AORs or JOAs
- Limited log connectivity

Strategic

LOG C2

- Single Army log C2 in the JOA
- Single distribution manager
- Leveraging Joint partners
- Ability to operate in multiple AORs or JOAs
- Assured communications

Operational

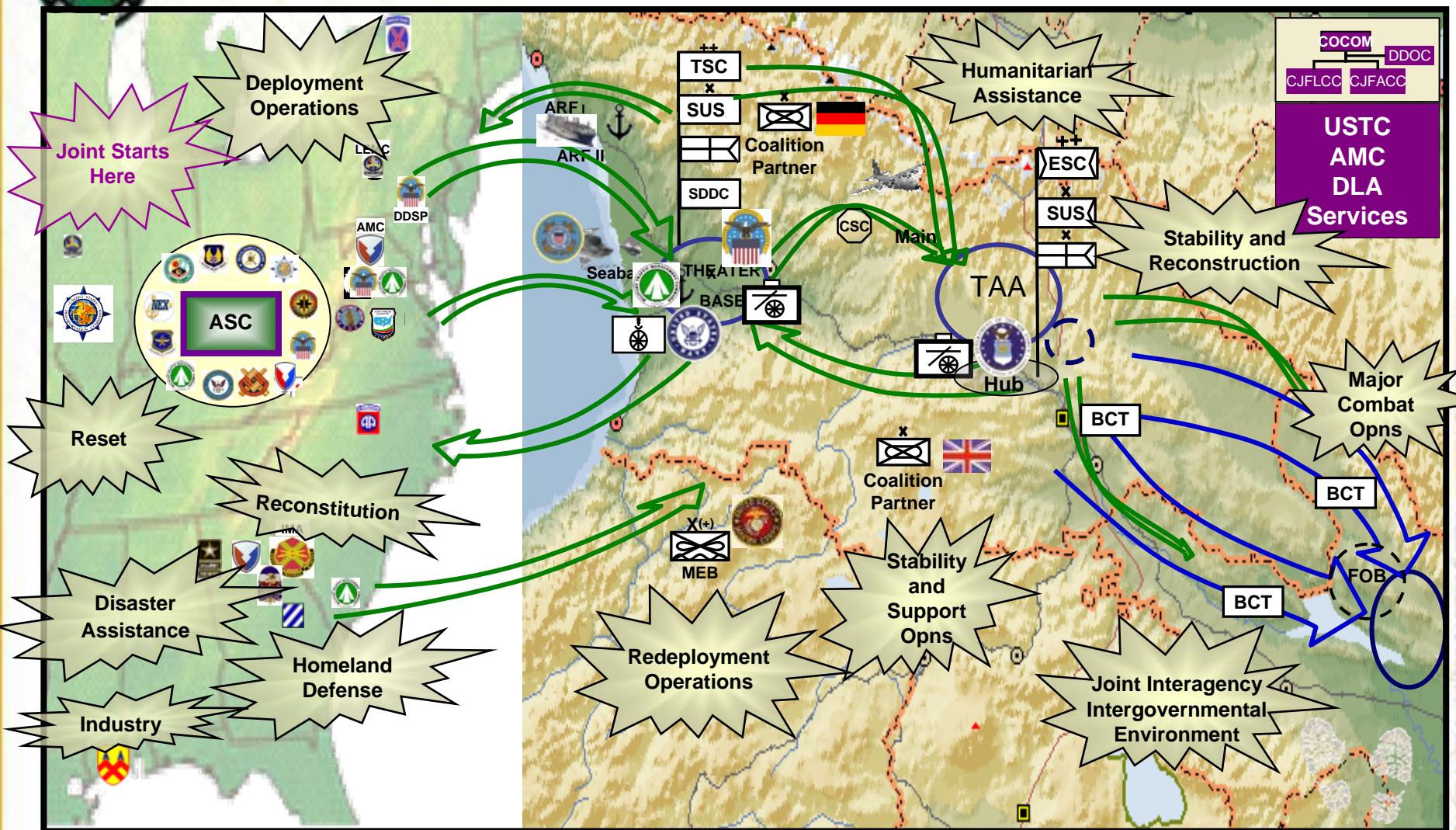
Tactical

AL&T – Acquisition Logistics & Technology
AMC – Army Materiel Command
CENTCOM – Central Command
COSCOM – Corps Support Command

FWD – Forward
JOA – Joint Area of Operations
CDC – Corps Distribution Center
ESC – Expeditionary Support Command

TSC – Theater Sustainment Command
TDC – Theater Distribution Center
SUS – Sustainment
USMC – United States Marine Corps

Today's Battle Space....Optimizing Strategic Partners

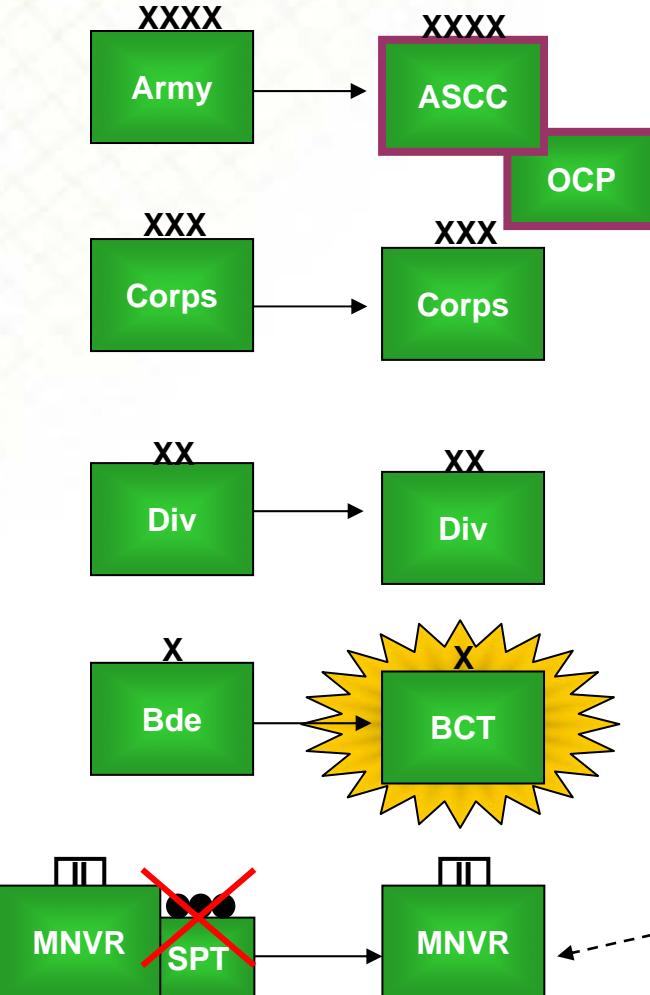


Non linear, asymmetrical, noncontiguous...2-way, end-to-end

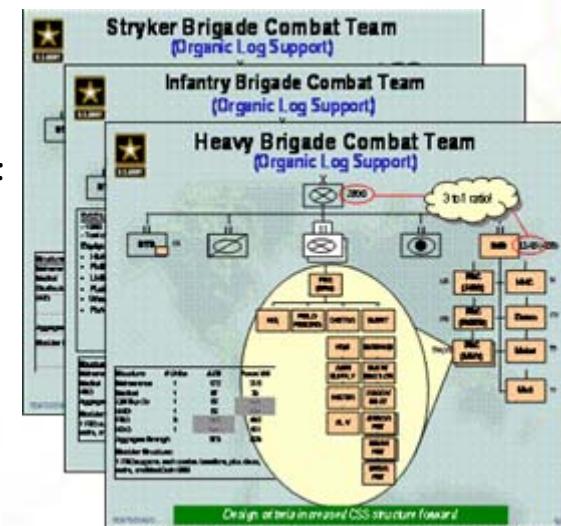
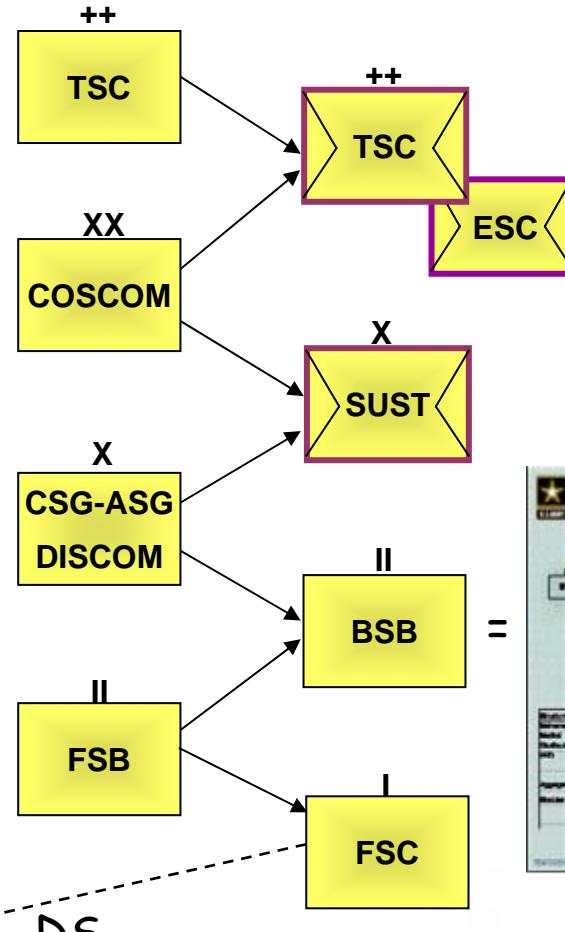


The New Look

OPERATIONS



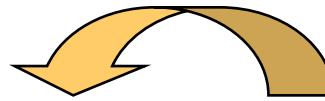
LOGISTICS



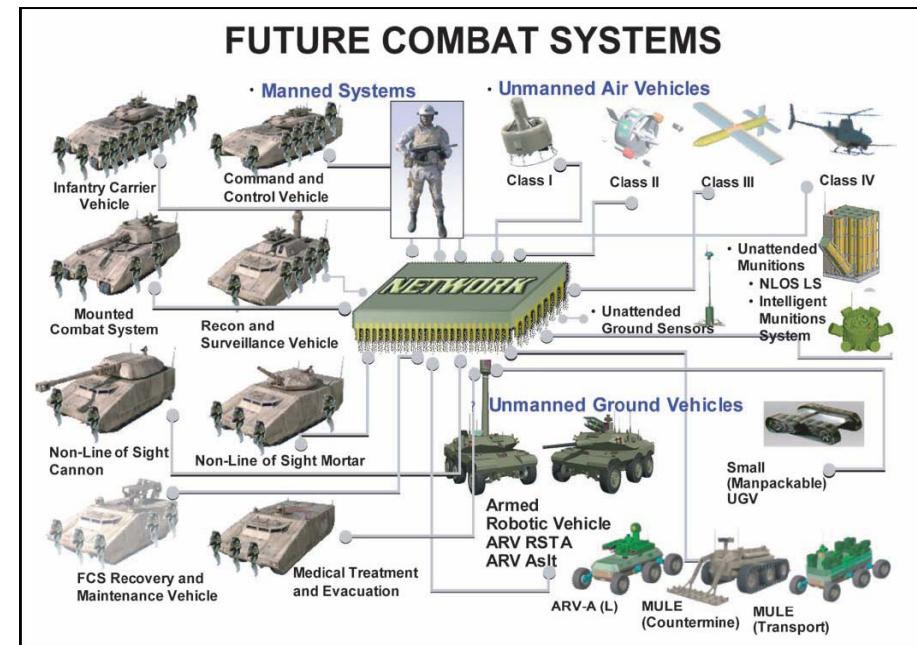


Business Transformation... Where We Need Your Help

- ❑ Increased reliability
- ❑ Better fuel efficiency
- ❑ Enhanced readiness
- ❑ Reduced footprint
- ❑ Decrease life cycle time
- ❑ Embrace condition based maintenance
- ❑ Embed sensors / TAV solutions
- ❑ Shoot for commonality of parts
- ❑ Create automation systems "For Dummies"



**Help drive costs down
and performance /
readiness up**



Successful business transformation is essential to the Army . . .



Recovering from the Perfect Storm

Getting After It...

Operation Total Recall



CORPORATE VALUE

FROM \$124B TO \$230B



OPERATION TOTAL RECALL PHASE I

20,000 items FOI worth \$135M



DATABASE CLEANSING

FROM 872K INVALID ENTRIES TO 0



CONTAINER MGMT / RETROGRADE

FROM \$2M TO \$1M IN DETENTION COSTS



CENTRAL ISSUE FACILITIES

FROM \$1.5B TO 2.3B VALUE VISIBLE IN CIF-ISM
\$430M IN EXCESS USED TO OFFSET NEW BUYS



LEAN SIX SIGMA / LOG POLICY

FROM 450 DAYS TO 115 DAYS TO CHANGE POLICY
FROM 24 STEPS TO 10 STEPS



READINESS - AMC MANAGED LINS

UPDATE SUPPLY POLICY TO CLARIFY SUPPLY CLASS &
BUDGET APPROPRIATIONS; IDENTIFIED 3500 LINS
FOR REVIEW UNDER NEW POLICY



CORPORATE VISIBILITY

FROM 21.8 M TO 3.4B ITEMS VISIBLE



LOG AUTOMATION FIELDING

86% ULLS-AE FIELDED TO TOE ARMY
50% SAMS-E FIELDED TO TOE ARMY



LOG AUTOMATION FIELDING

32% CAISI FIELDED TO TOE ARMY
32% VSAT FIELDED TO TOE ARMY



PBUSE FIELDING

100% FIELDED TO TOE ARMY
70% FIELDED TO TDA ARMY



DEPLOYMENT TIMELINES

FROM 120 DAYS to 50 DAYS for OIF
FROM 120 DAYS to 65 DAYS for OEF



RAPID FIELDING INITIATIVE

FROM 70% TO 100% OF 850K LINS VISIBLE (CIF-ISM / PBUSE),



ARFORGEN - SUBSTITUTE LINS / REGS

FIXING REGULATIONS TO ACCURATELY REFLECT
READINESS REPORTING; ELIMINATING INNACURATE
REPORTING FOR OBSOLETE EQUIPMENT)

IMPROVING / ON SCHEDULE

HOLDING STEADY

NOT IMPROVING / NO ACTION TAKEN

Army Leaders in the 21st Century

“The Pentathlete”

Multi-skilled Leader

- Strategic and creative thinker
- Builder of leaders and teams
- Competent full spectrum warfighter or accomplished professional who supports the Soldier
- Effective in managing, leading, and changing large organizations
- Skilled in governance, statesmanship, and diplomacy
- Understands cultural context, and works effectively across it



Personifies the Warrior Ethos in all aspects, from war fighting to statesmanship to enterprise management ... It's a way of life.

Leader Attributes

- Sets the standard for integrity and character
- Confident and competent decision-maker in uncertain situations:
 - Prudent risk taker
 - Innovative
 - Adaptive
 - Accountable
- Empathetic and always positive
- Professionally educated and dedicated to life-long learning
- Effective communicator



Enterprise Leaders

“Pentathlete Logisticians”

Leader Skills

- Skilled at supporting combatant commanders and **integrating logistics enterprise capabilities**
- Understands and leverages **global supply chains**
- Fully versed in **life cycle management**
- Capitalizes on emerging **technologies**
- Respected **resource manager**
- Master of international savvy
 - **Corporate**
 - **Economical**
 - **Military**
 - **Political**
 - **Cultural**



Personifies
enterprise leadership...
sets strategic goals
that deliver
a ready Army

Leader Attributes

- Role model for Army values
- Creative and **critical** thinker
- Effective **strategic communicator**
- Fosters **strategic relationships**
- Exceptional **business acumen**
- **Personally accountable**

Logistics Reset Sustainment

Are we meeting the Challenge?

The DoD Perspective

Alan Estevez | Principal Assistant Deputy Under Secretary of Defense
Logistics & Materiel Readiness

March 12, 2008





Reset Requirements



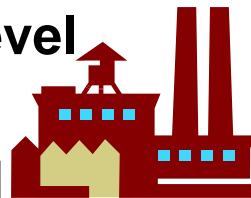
Driven by . . .

- OP-Tempo
- Environment
- Battle Damage/Losses



Defining DoD Reset

Depot-Level



Restoring and enhancing combat capability . . .



Repair
Rebuild
Replace



Fix/Zero hours-miles

Procure new items

Insert new technology

Field-Level

Units ready for future missions



Costs of Reset

- Past costs exceed \$56B
 - Army - \$38B
 - Marine Corps - \$10.9B
 - Navy - \$4.3B
 - Air Force – \$1.9B



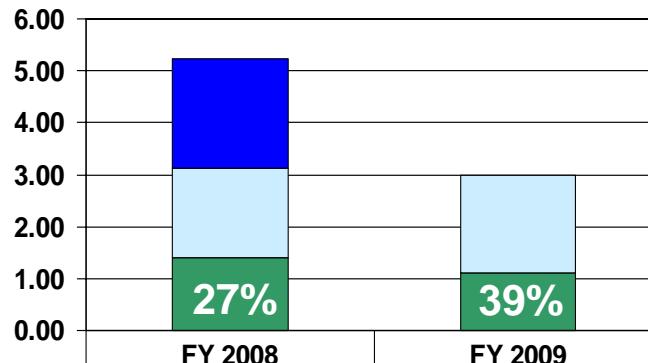
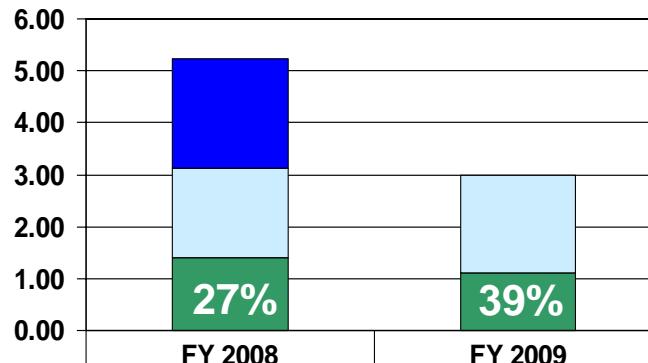
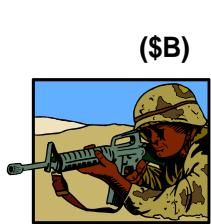
Pending DoD FY 2008
GWOT Supplemental
contains \$46.4B for
Reconstitution requirements:
\$13.7B has been funded to date

- Future costs . . .
 - Army estimates \$13+ billion per year required for the foreseeable future
 - Marine Corps estimates annual future funding requirements of \$3+ billion
 - Navy assumes three years to complete reset after hostilities end at added cost of \$11+ billion

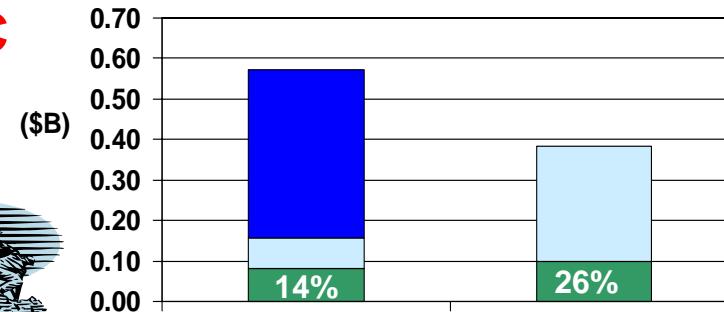
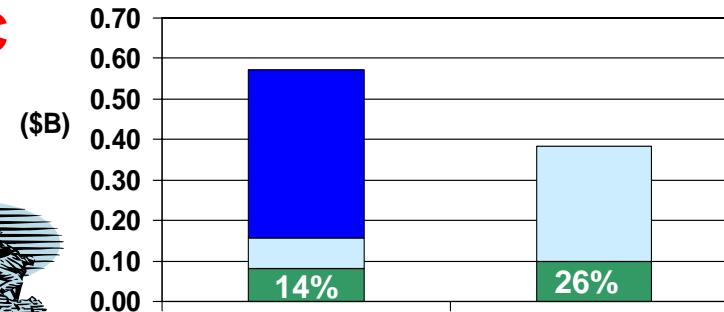


Depot Maintenance Baseline versus Supplemental Budgets

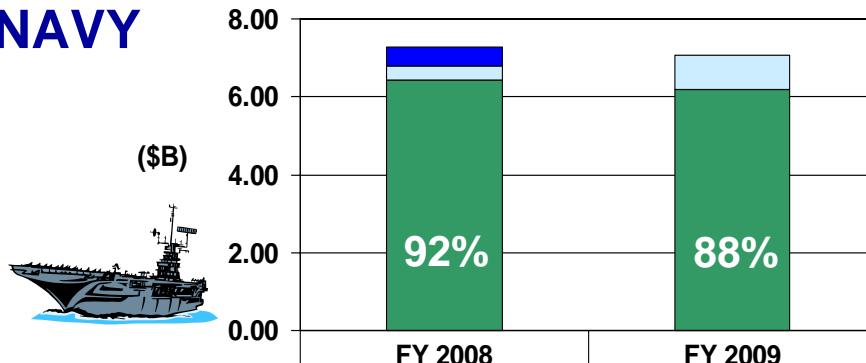
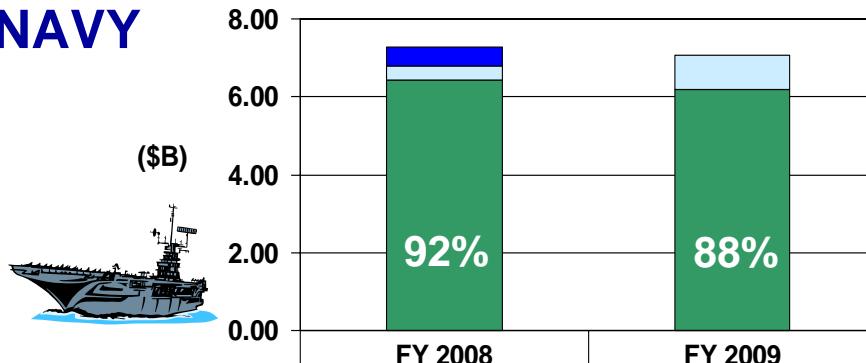
ARMY



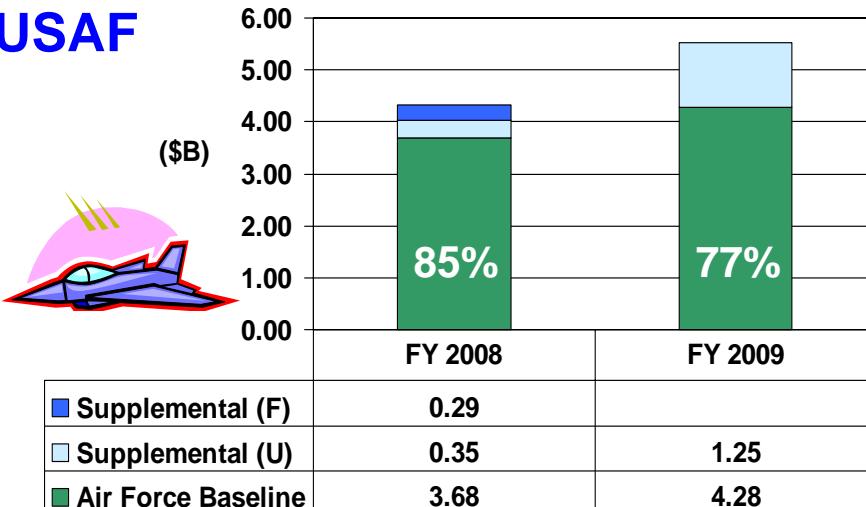
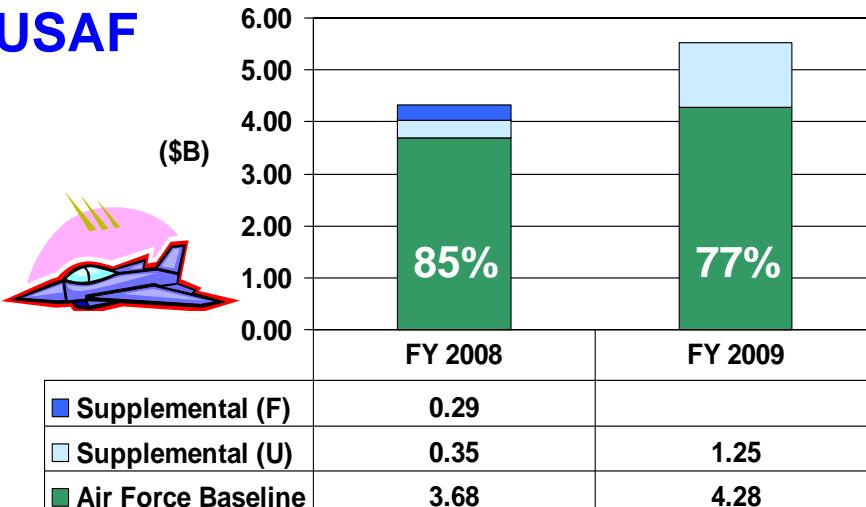
USMC



NAVY



USAF



(F) = Funded; (U) = Unfunded

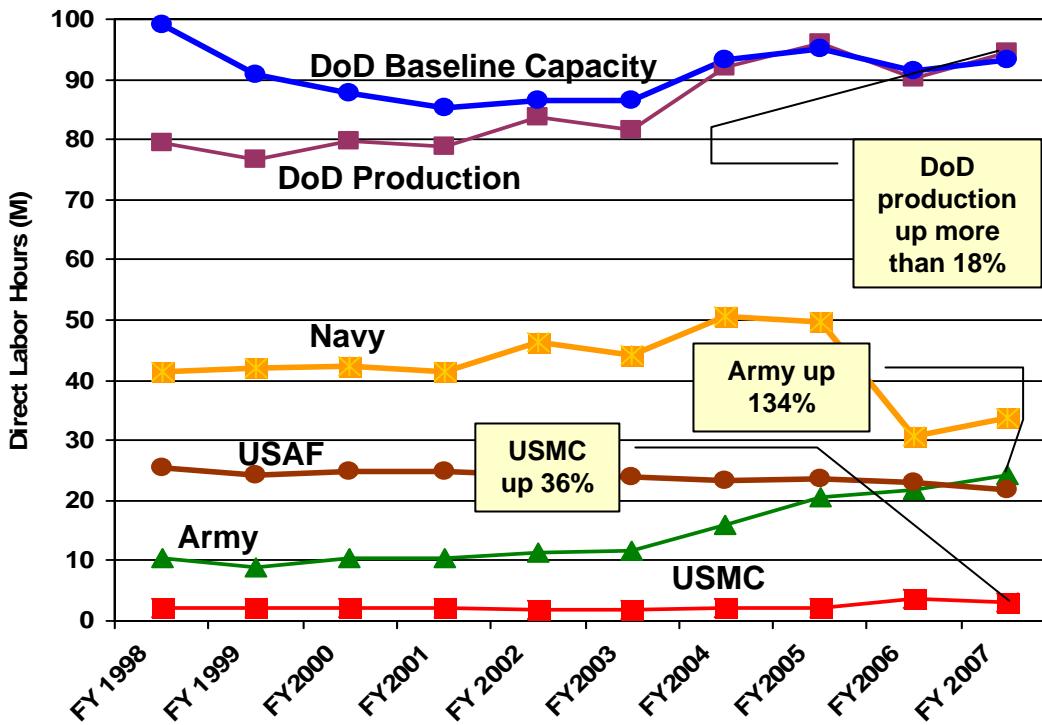


Reset Depot Maintenance Issues

- **Legislatively mandated “50-50” compliance**
 - Substantial additional workloads into DoD depots;
 - Substantial additional workloads for contractor supported systems
 - Balance Management Required
- **Public Private Partnerships**
 - Provide flexibility and opportunity
 - PPP \$ may count on the both sides of 50-50
- **Interservice workload**
 - May be opportunities to improve capacity utilization factors
 - Depot Source of Repair (DSOR) decisions drive opportunities



Production in DoD Maintenance Depots



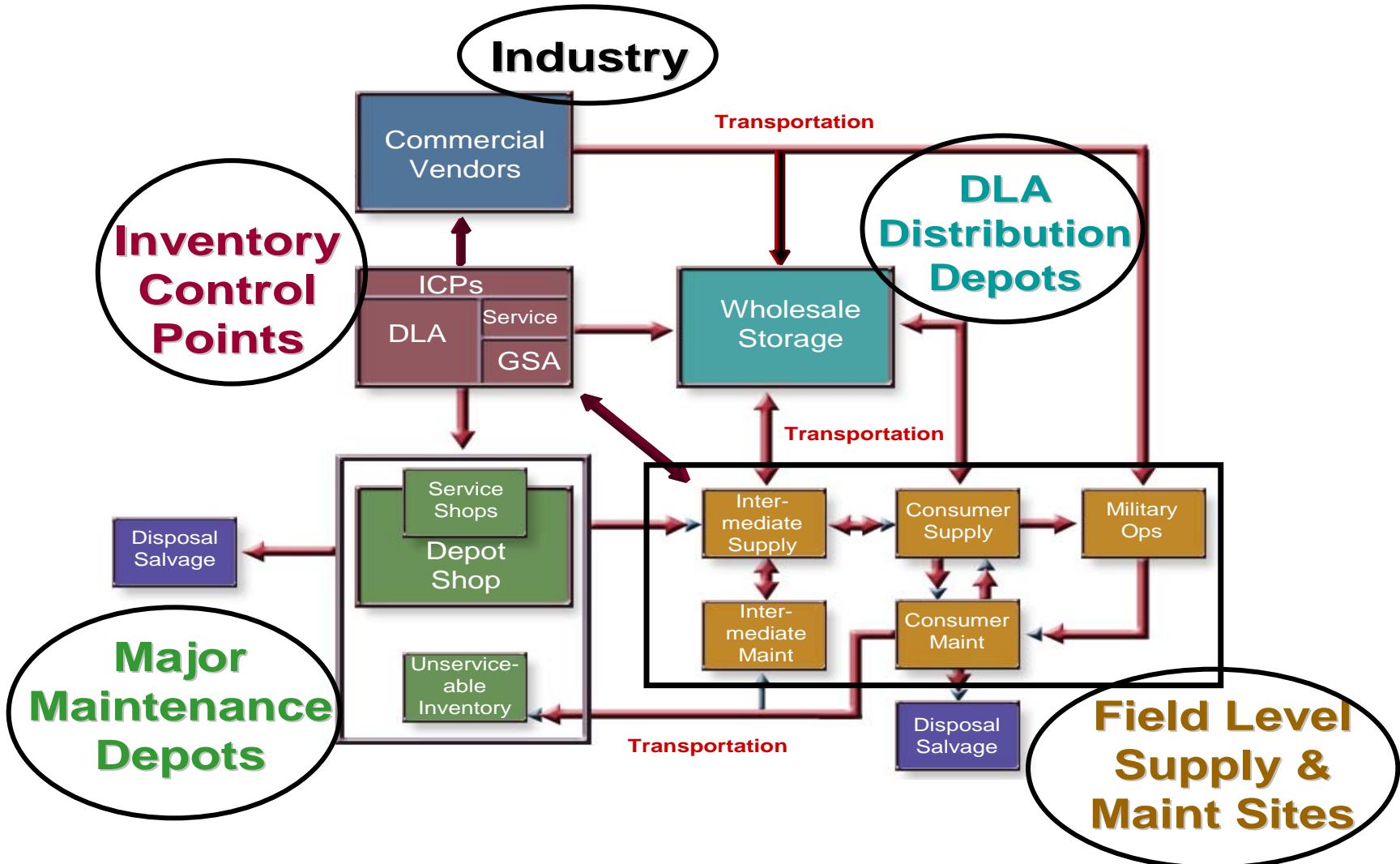
- FY98-02 capacity reduction driven by BRAC 95 closures of major depots
- Major production increases seen beginning in FY04 – driven by Army and USMC
 - Army 24M DLH from 10.3M
 - USMC 3M DLH from 2.2M
- Overall, depots operating at about 101% of capacity, but Army depots at ~115%

Baseline capacity = single-shift, five-day week; FY07 DoD baseline capacity = 93M DLH



Meeting the Reset Challenge

Collaboration + Integration = Success





Questions





Defense Logistics Agency



Enabling Logistics Transformation
...through Enterprise Resource Planning (ERP)

Mr. David J. Falvey
Program Executive Officer
Defense Logistics Agency

Warfighter Support

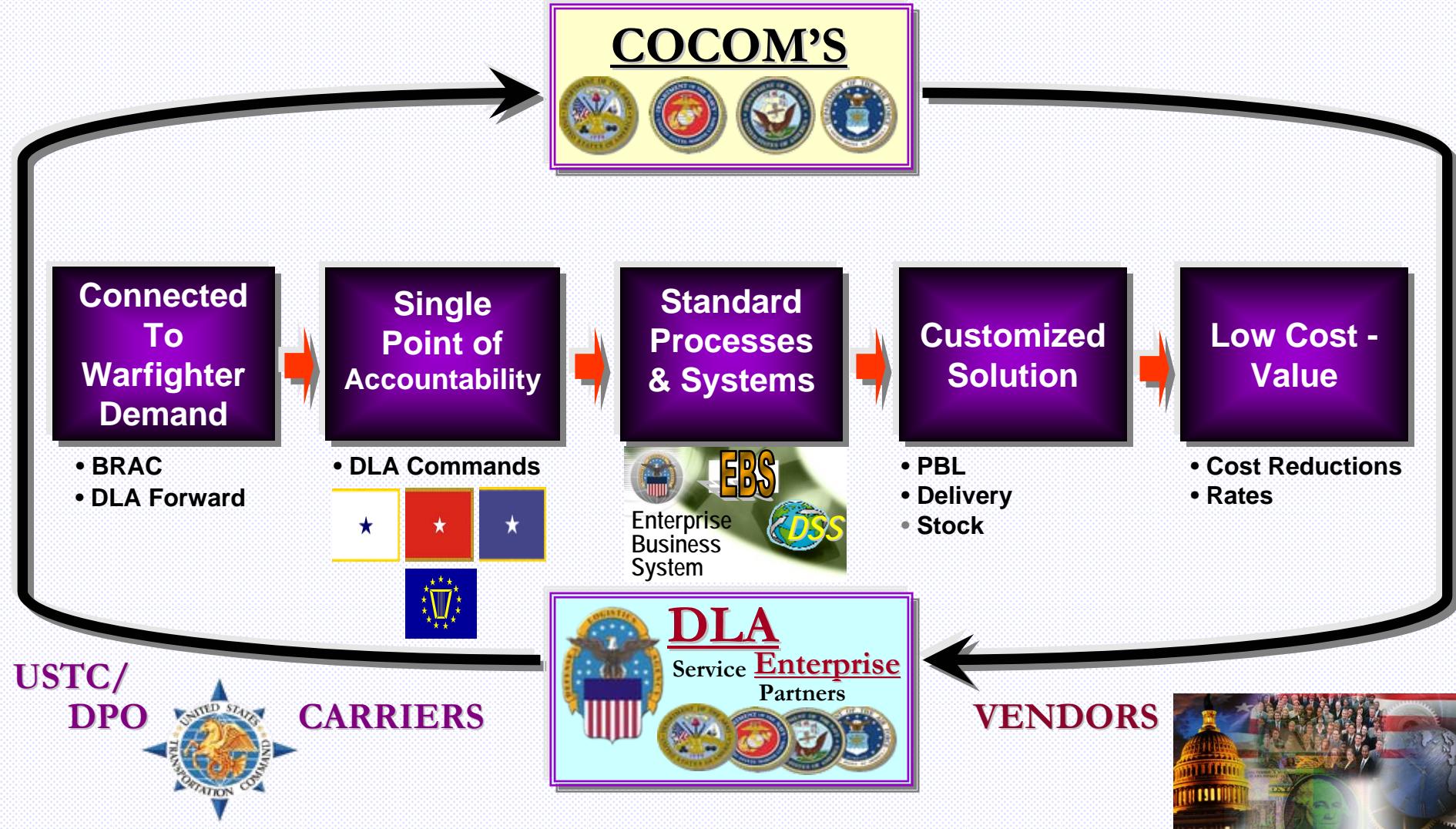
Stewardship

Growth & Development

Leadership



DLA's Transformed Business Model





Strategic Thrusts → ERP objectives

- *Extend the Enterprise*



- Extend enterprise processes, capabilities, and effects deeper into customer and supplier operations
- Leverage BRAC to enhance Services business operations

- *Connect Warfighter Demand and Supply*



- Improve forecast accuracy through collaboration
- Improve supplier performance and reduce delivery time to the customer through collaborative supply planning and strategic material sourcing

- *Deliver Supply Chain Excellence*



- Empower and develop the workforce with improved tools and information
- Implement outcome-oriented performance measures that optimize the cost- to-serve



Benefits Achieved to Date...

*Warfighter-focused
Improvements*



- *Reduced Logistics Response Time*
- *Sustained Supply Availability during wartime operations*
- *Improved customer order notifications*
- *Introduced demand plan accuracy as key performance metric*

Operational Excellence



- *Reduced cost recovery rate*
- *Enabled \$500M reductions*
- *Implemented Sales & Operations Planning (S&OP)*
- *Achieved 99.7% system availability ... single ERP instance*

Compliance



- *Complied with all DoD Global Information Grid standards*
- *Complied with FFMIA requirements*
- *Provided 100% supply chain interoperability with services*
- *Complied with applicable Joint Task Force (JTF) Global Network Operations (GNO) security requirements*

\$18B Business
operating in
single ERP

5.2M
items of
supply

11000+
Global
Users

Agency -
Wide focus
as an
Enterprise

Managed as
major
acquisition
program

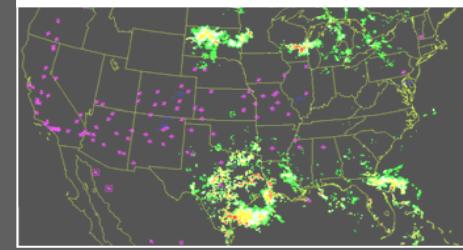


USTRANSCOM Defense Support to Civil Authorities (DSCA)

Transportation Engineering Agency
(Highway & Rail Networks)



Federal Aviation Administration
Enhanced Traffic Management System



DEF LOG AGENCY

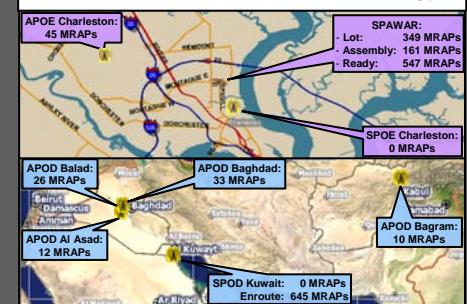
USTRANSCOM



DoD Truck Contracts
(Ammunition Tracking)



Automatic Information Technology





USTRANSCOM Defense Support to Civil Authorities (DSCA)

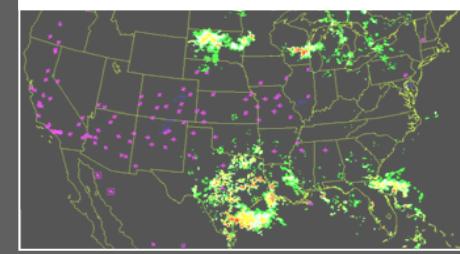
Transportation Engineering Agency
(Highway & Rail Networks)



UNIQUE CAPABILITIES

Modular Airborne Fire Fighting
Aeromedical
Mobile Aeromedical Staging Facility
Critical Care Air Transport Team
Aircraft & Aircrues

Federal Aviation Administration
Enhanced Traffic Management System



JOINT ENABLERS

NORTHCOM Augmentation
National Capital Region Augmentation
JTF-PO – Surface
JTF-PO – Air
DIRMOBFOR – Surface
DIRMOBFOR – Air

DoD Truck Contracts
(Ammunition Tracking)



DIRECTOR
OF MOBILITY
FORCES - AIR



LNO

EAGLE



Keys to Success

- Common Operating Picture
 - Interoperable systems
 - Common domain
- Common Training
 - Exercise *system* integration
 - Exercise *process* integration
 - Exercise *personnel* integration
- Common Purpose

We provide Capabilities to produce Desired Effects



Taking Logistics Workforce Professional Development to the Next Level

Randy Fowler
Defense Acquisition University

March 13, 2008



CHIEF LEARNING OFFICER

Solutions for Enterprise Productivity

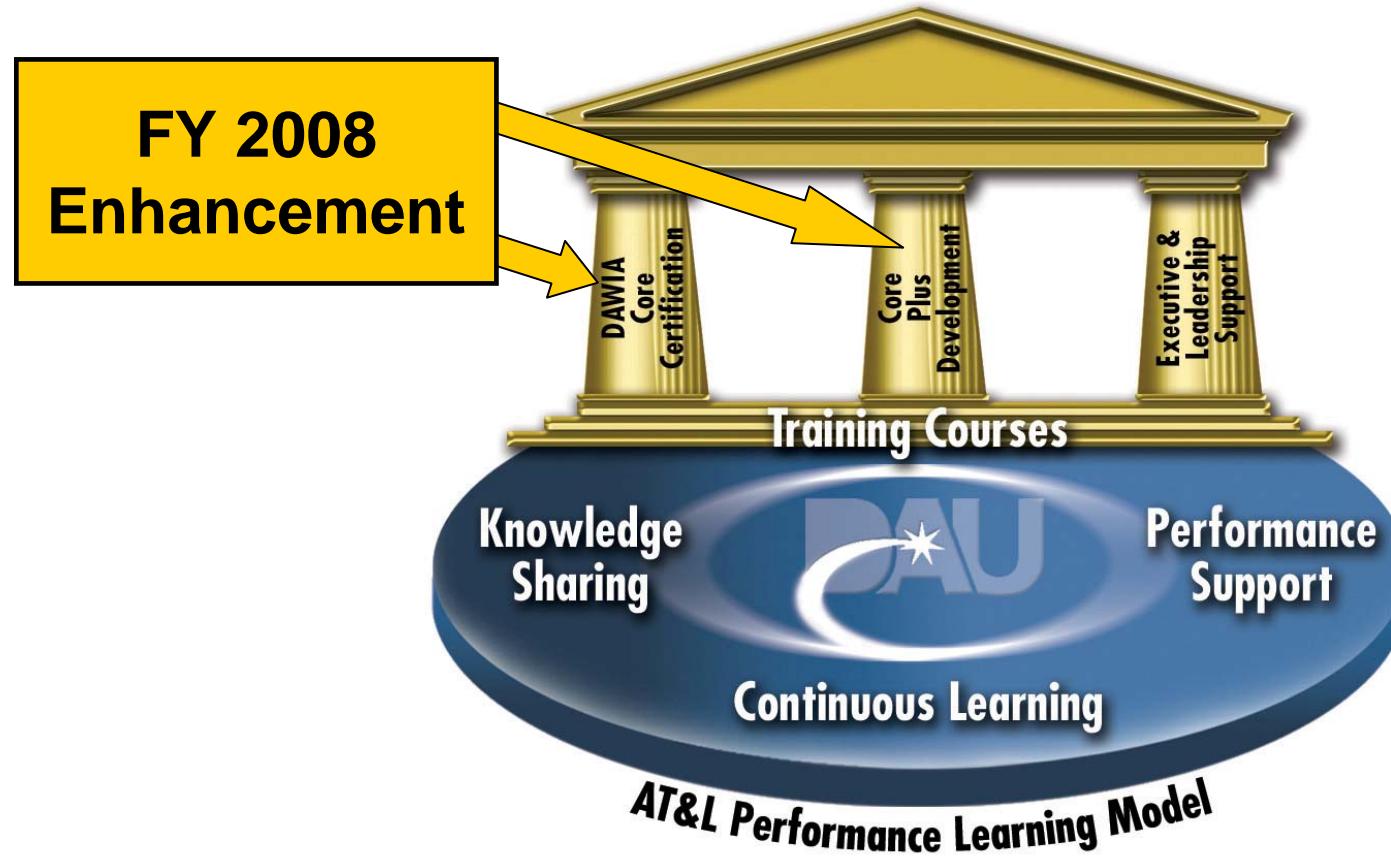


the eGov institute





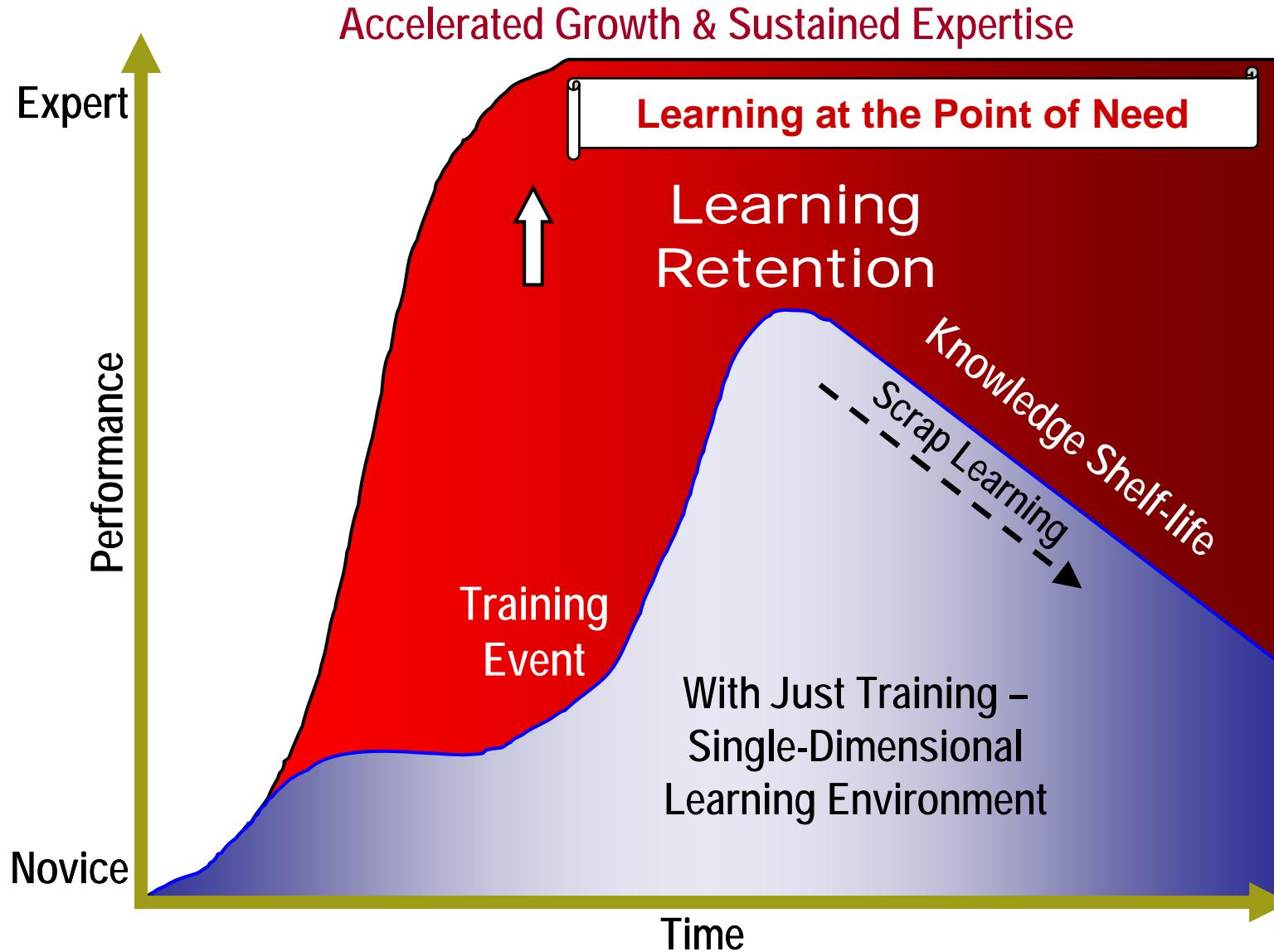
AT&L Performance Learning Model



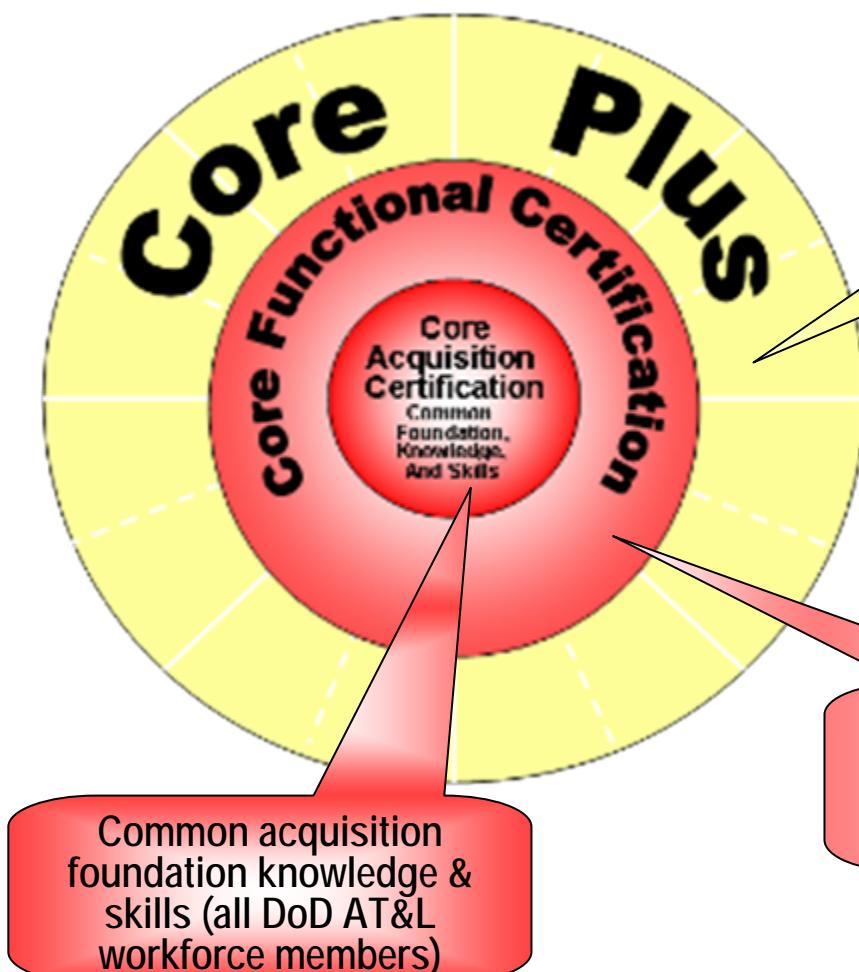
DAU Mission

Provide practitioner training, career management, and services to enable the AT&L community to make smart business decisions and deliver timely and affordable capabilities to the warfighter.

Benefits of AT&L PLM



What is Core Plus?



"Plus" or job competency point-of-need training (frequently CLMs) (tailored to your specific job or assignment)

Core Plus is designed to guide workforce members to additional training beyond what's required for DAWIA certification.

Core Plus is an enhancement to existing AT&L certification framework, not a replacement!



FY08 Life Cycle Logistics Level I Core Plus Framework Example

Three Level
Certification
Framework

Distinct Acquisition
Logistics &
Sustainment Tracks

Acquisition &
Functional Core
DAWIA Certification
Standards – *applies
to all career field
members*

Tailored Cross-Functional
“Plus” Training, Education &
Experience Opportunities –
based on the job or assignment

Life Cycle Logistics (Entry) Level I

Type of Assignment	Representative Activities
Acquisition Logistics (e.g. Service acquisition organizations IPTs, Program Offices, Life Cycle Management Commands)	<ul style="list-style-type: none">Plans/develops effective and affordable weapons, materiel, or information systems support strategies.Ensures product support strategies meet program goals for operational effectiveness and readiness.Ensures sustainability requirements consistent with cost, schedule, and performance are addressed.Plans and develops performance based logistics (PBL) as preferred DoD product support approach.Ensures integration of all support elements to maximize system deployability, supportability, and mobility.
Sustainment (e.g., Logistics/Materiel Commands/Centers, ICPs, depots, defense agencies)	<ul style="list-style-type: none">Implements effective and affordable weapons, materiel, or information systems support of fielded and/or out of production systems, including obsolescence, modernization/modification, sustaining engineering, workload allocation, public-private partnerships, supply chain management (SCM), and/or system retirement.Executes and manages system PBL support strategy, ensuring system performance requirements are met.

Core Certification Standards ¹

Acquisition Training ²	<ul style="list-style-type: none">ACQ 101: Fundamentals of Systems Acquisition Management
Functional Training ²	<ul style="list-style-type: none">LOG 101: Acquisition Logistics FundamentalsLOG 102: Systems Sustainment Management FundamentalsCLL 008: Designing for Supportability in DoD SystemsCLL 011: Performance Based Logistics (PBL)
Education	<ul style="list-style-type: none">Formal education not required for certification
Experience	<ul style="list-style-type: none">1 year of acquisition and/or sustainment experience in life cycle logistics

Core Plus Development Guide ²

Training ¹		Type of Assignment
	Acquisition Logistics	Sustainment
BCF 101: Fundamentals of Cost Analysis CR	X	
BCF 102: Earned Value Management	X	
CON 110: Mission Support Planning	X	
CON 111: Mission Planning Execution	X	
SYS 101: SPRDE Fundamentals	X	
TST 101: Introduction to Acq Workforce Test & Evaluation	X	X
CLB 007: Cost Analysis	X	X
CLB 009: Planning, Programming, Budgeting and Execution (PPBE)	X	X
CLB 012: Cost as an Independent Variable	X	
CLC 013: Performance Based Services Acquisition (PBSA)	X	
CLC 019: Leveraging DCM4 for Program Success	X	X
CLC 108: Strategic Sourcing		X
CLC 112: Contractors Accompanying the Force	X	X
CLE 003: Technical Reviews	X	
CLE 015: Continuous Process Improvement (CPI) Familiarization	X	X
CLE 301: Reliability and Maintainability	X	X
CLL 002: Defense Logistics Agency (DLA) Support to the Program Manager	X	X
CLL 006: Depot Maintenance Partnering	X	X
CLL 014: Joint Systems Integrated Support Strategies	X	X
CLL 017: Defense Distribution		X
CLM 032: Evolutionary Acquisition	X	X
CLM 021: Introduction to Reducing Total Ownership Costs (R-TOC)	X	X
CLM 013: Work Breakdown Structure (WBS)	X	

Education

Baccalaureate Degree in a technical, scientific, or managerial field

Experience

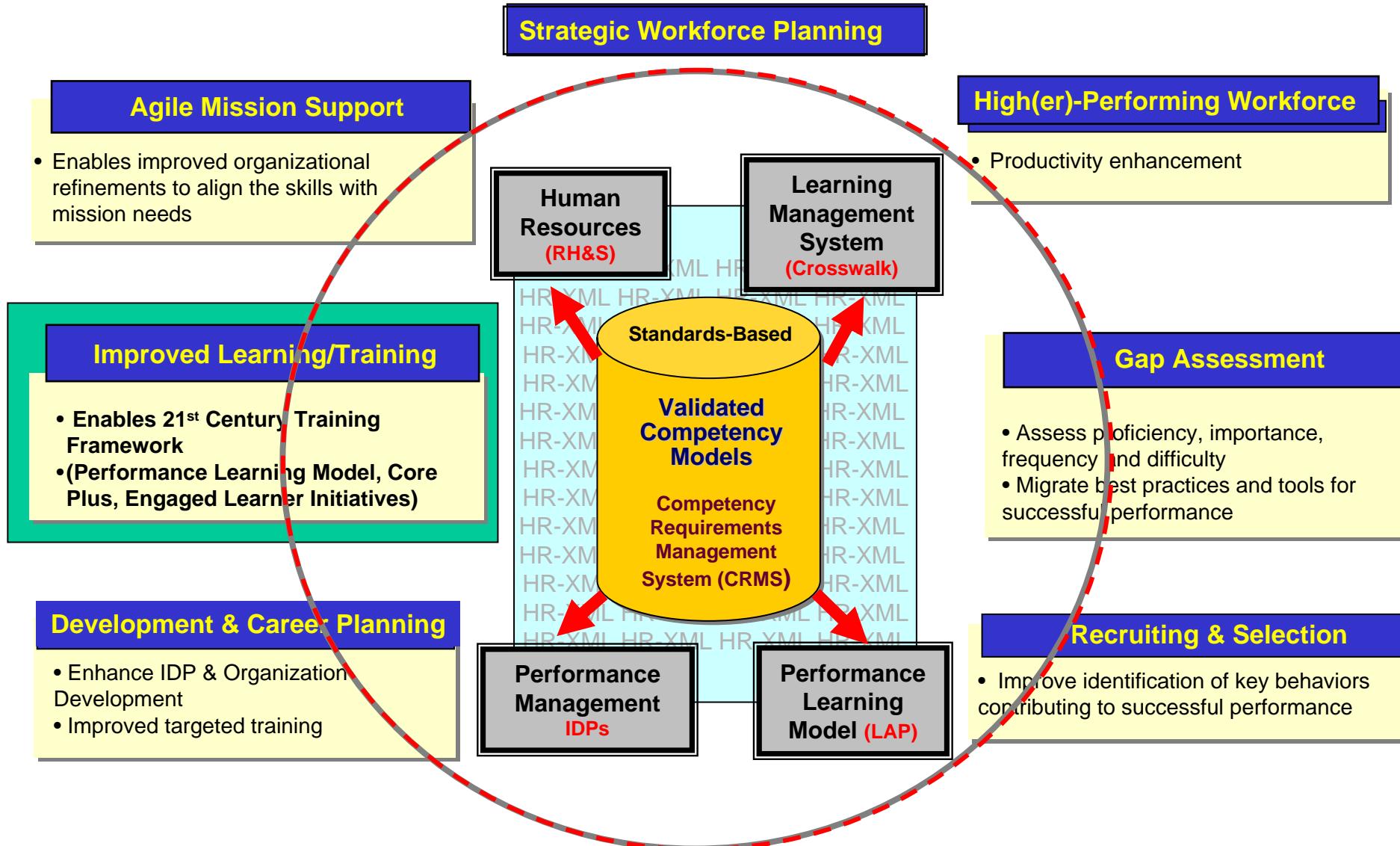
2 years of life cycle logistics experience in support of acquisition or sustainment of DoD weapons/ materiel systems

¹ These Standards list the training, education and experience required for certification at this level.

² A “CR” following a course title indicates the course is delivered as resident based instruction.

³ When preparing your IDP, you and your supervisor should consider the training, education and experience listed in this Core Plus Developmental Guide if not already completed.

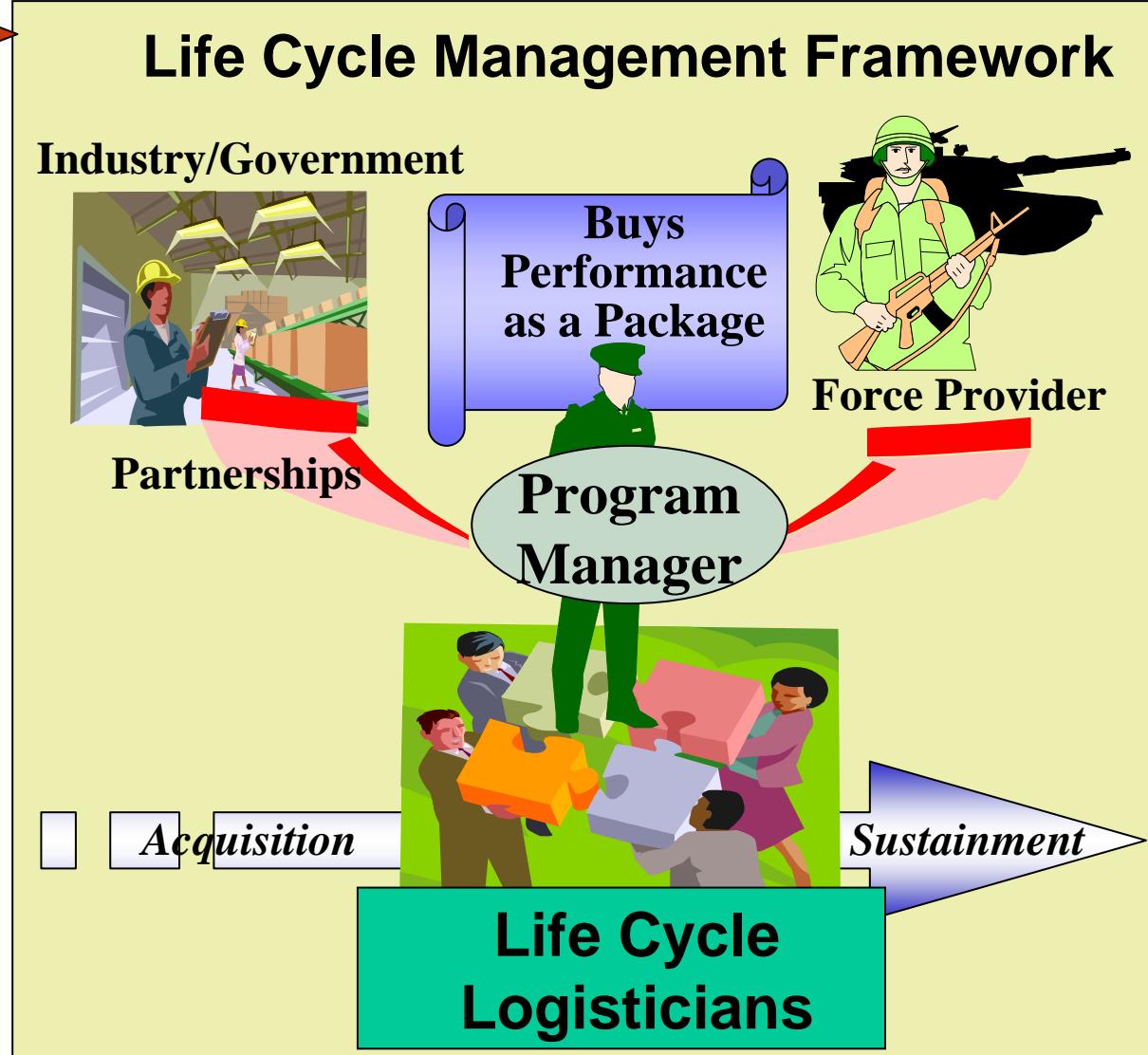
Competency Model Applications



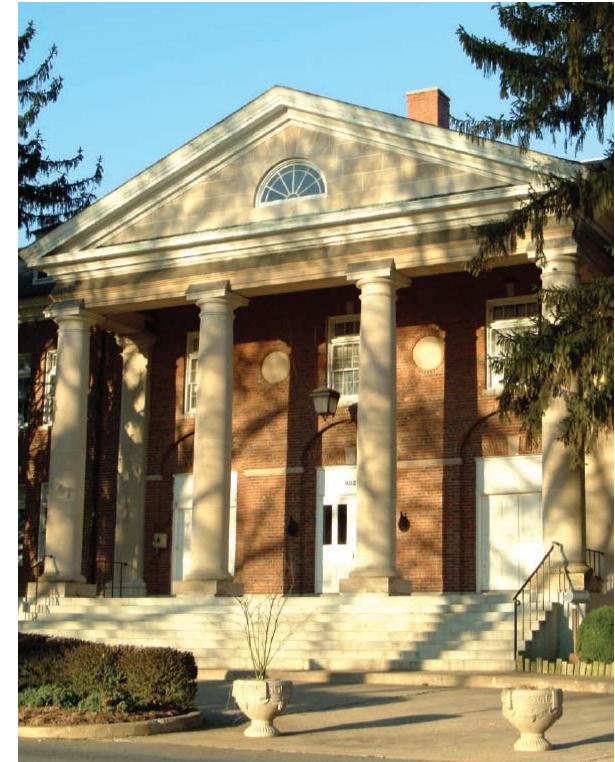
Business Model Drives Competencies and Workforce Reshaping



- Materiel Availability **KPP** and Reliability/Cost **KSAs**
- Life Cycle **Sustainment Outcome Metrics**
- Project/sustain the force with **minimal footprint**
- Implement **Performance-Based Logistics (PBL)** to compress supply chains and improve readiness
- Seek enabling technologies for **transformational logistics** and innovative operational concepts



- Full range of targeted learning resources -- when and where the workforce needs them
- Rapidly evolving portfolio of learning assets linked directly to logistics competencies
- Core Plus is next step to learning at the point of need and interdisciplinary integration



Extensive opportunities for AT&L, non-AT&L & Industry workforce to leverage DAU learning resources



APRIL 15, 2008

**Near-term opportunity
to continue education
of future logisticians**

“The only thing more troubling than acquisition managers that ignore logistics is logisticians that don’t seize the opportunity to influence acquisition outcomes.”

- R. Fowler



ACQUISITION COMMUNITY **SYMPOSIUM**

The Defense Life Cycle Management Challenge:

Innovation in Acquiring, Sustaining and Improving DoD Weapon Systems



**Fort Belvoir, Virginia
April 15, 2008**

For local VTC location and details visit
www.dauaa.org or call 1-800-755-8805.



**Mark your calendars for
this significant event.**

This is your opportunity to learn and share best
practices with other acquisition professionals.

THIS TRAINING SEMINAR QUALIFIES TOWARD 4 CONTINUOUS LEARNING POINTS (CLP)

SPONSORED BY THE DAU ALUMNI ASSOCIATION AND CORPORATE ASSOCIATES



24th Annual NDIA National Logistics Conference

Synchronizing Global Defense Logistics: Partners, Performance, and People

13 March 2008



“SYNCHRONIZATION THROUGH PEOPLE”

Shaping the Logistics Profession
DoD Military, Civil Service & Industry

NDIA Human Capital Report

Joe Grosson
Executive Director, Focused Logistics
Lockheed Martin Corporation

Current State

The Logistics Profession Does Not Have:

- **Overall workforce development coherency, in most areas, for meeting future mission needs**
- **An imperative for accredited logistics companies or individuals, nor an institution to establish/measure standards for industry**
- **A recognized accreditation institution to set & measure standards for individuals similar to the engineering, medical or accounting professions**

Current State

- No clear career path that leads to fully trained and capable logisticians to fulfill requirements for upper and middle management positions
- Without industry standards there is a lack of consistency in logistics education and training
- Without a clear logistician career path logistics is not the career of choice for college graduates

Today's complex world requires well trained, experienced cross-functional logisticians

State Changes

- **Logistics is undergoing a paradigm shift to an intelligence based command and control global process and solution set**



- **To meet this shift coherent logistics professional development is needed to:**

- **motivate and prepare high school graduates to enter a college logistics curriculum**
- **convince colleges and universities of the need for a current, relevant, and transforming curriculum**
- **provide a professional segue to either the military or supporting defense industry**



The Fundamental Challenge

- DoD needs to:
 - replenish & retain logistics workforce
 - prepare mid and senior level managers for near and mid term challenges
 - excite lower levels and prepare them for future roles.
 - Define career paths that facilitate professional logisticians moving into multifaceted jobs, becoming broad based, and prepared for command positions

The Fundamental Challenge

- Industry needs to shape and develop it's workforce, as well as retain and train
- DoD & Industry must recognize the imperative for the logistics & sustainment communities to have respect and value within the workforce and
- Devise ways to maintain knowledge continuity

Profession Population

- DoD Military
 - DoD Civilian
 - Industry
- } about 1 Million
- 
- System Primes: *Hundreds of thousands*
 - Suppliers and Major Vendors: *Million+*
 - Infrastructure providers/3PLs: *Millions+*

All-encompassing community
(acquisition, sustainment, upgrade, Supply Chain, Depot, transportation, ...) manages & performs vital tasks that comprise over 70% of total lifecycle cost

Characterizing the Logistics Profession

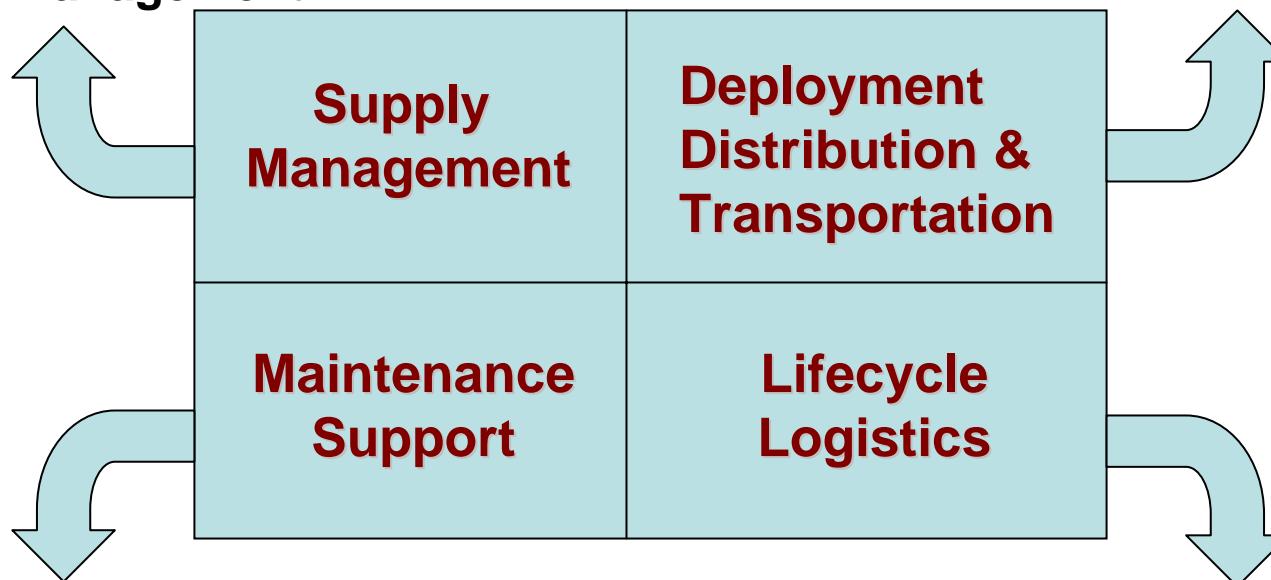
- There are many communities (as there are segments of the medical profession)
- They range from the highly technical to the operational level
- Knowledges, skills and ability requirements change as professionals move from entry level to management
- Defining mobility paths amongst DoD (military & civilian) and Industry is important



DoD Enterprise Logistian Segments

- Forecasting and Demand Planning
- Supply Planning
- Sourcing
- Inventory Management

- Deployment Planning
- Physical Distribution/Transportation Operations



- Includes planning and executing maintenance, both scheduled and unscheduled, to defense system equipment.

- Logistics Design Influence
- Integrated Logistics Support Planning
- Product Support & Sustainment
- Configuration Management
- Reliability and Maintainability Analysis
- Technical/Product Data Management
- Supportability Analysis

NDIA Logistics Committee Community Segments & Leaders

- ***Logistician of the Future*** ~
Tony Myers-Burton
- **Technical Management** ~
Joe Grosson
- **Program Logistics (Life Cycle Logistics)** ~
Bill Kobren
- **Supply Chain Management** ~
Irv Varkonyi
- **Logistics Management Information Systems**~
Pete Eltringham
- **Maintenance Support** ~ Not convened
- **Operational Logistics:** Not convened

NDIA reports available
For Blue Groups

Report Contents

- A “core” Job description for the professional segment:
 - High level definition
 - Duties, responsibilities and performance outcomes ~ early career, mid career, senior career
 - Description that tailors the “core” to each of the workforce segments (DoD Military and Civilian, defense industry)
- Profile of requisite personal attributes: requisite education, experience, foundational core skills and knowledges
- Correlation to the “Logistician of the Future” profile

Group Reports

Major Messages

Logistician of the Future

Vision

The future environment requires professional logistics and sustainment personnel who are “knowledge” managers, well versed in information technology, command and control, decision support, and engineering principles that holistically combine to provide assured mission effectiveness.

Logistician of the Future

Roadmap

- Define and map attributes for future logistician roles against the career path
- Establish an industry recognized Professional Logistics Institution (PLI) to set and measure standards
- Large businesses must create explicit demand for accredited professional logisticians
- Through PLI work with:
 - academia to redesign/implement logistics education
 - businesses to redesign training
- Implement an active marketing campaign focused on recruiting new high school and college graduates

Program Logistics (Life Cycle Logistics)

- Focused on workforce professional development, training/education, certification, recruitment, and preparation for rapidly evolving and increasingly complex requirements
- Linked to several ongoing & existing DoD human capital strategic planning, workforce development and competency management studies
 - Substantial correlation between DoD AT&L and Industry workforce competencies

Program Logistics (Life Cycle Logistics)

- Identified seven top level categories of Life Cycle Logistics competencies, with a series of underlying proficiencies:
 - Develop and Analyze Logistics Requirements
 - Plan and Integrate Logistics Support Elements
 - Develop and Implement Logistics/ System Product Support
 - Manage & Support Life Cycle Logistics Activities
 - Develop, Manage, and/or Support Logistics Budgets, Financial Planning, and Life Cycle Cost Minimization
 - Perform & Maintain Optimal Logistics Sustainability & Sustainment Support Planning
 - Utilize Principles of Systems Development & Systems/Sustaining Engineering
- Identified need for increased emphasis on workforce professional development, enhanced recruiting, training, and growing of logisticians with the unique skill sets to successfully develop and execute product support strategies

Supply Chain Management

- Supply Chain Management is an evolving discipline dependent on technology advances, changing organizational structures and material movement infrastructure including logistics models. Defining SCM is critical in the implementation of competencies and skills for the DoD logistician.

Supply Chain Management

- Define SCM →
 - DLA, APICS, CSCMP
- Accept multiple →
 - 3PL's, Outsourcing models
- Incorporate existing initiatives →
 - JDDE, HCSP, DLA SCM, Joint Logistics Support
- Competencies defined →
 - Supply, Transportation, Planning, Deployment, etc

Supply Chain Management

- KSA's →
 - Planning, Acquisition, Inventory, Distribution, SC Integration, simulation, Environment and Sustainability, etc
- Adopt certification →
 - DAWIA model, IDB
- Collaborative touch points →
 - Internal, external stakeholders, change management

Technical Management Support

Program Management and Systems Engineering

Competencies, skills, knowledges and abilities that have lifecycle impact of:

- Overall mission capability**
- System availability & maintenance strategies**
- All elements of Total ownership cost**
- Optimization of system operational effectiveness**

This involves:

- Holistic overall perspective from a total program view and customer/end-user perspective**
- System engineering and integration**
- Functional competency in each element of the engineering trade-space**
- Spiral development and continuous upgrade**

Logistics Management Information Systems

Correlation to the “Logistician of the Future” profile:

- Logistics Information Technology will be both the most critical enabler and DIS-enabler for future logisticians in all profiles and disciplines at all levels.
- The future technology environment will shape development of the future logistics management information technologist
 - Everything networked
 - Totally connected environment
 - Ubiquitous sensors
 - Human-less systems enabled with artificial intelligence
 - Decision systems moving through the OODA loop in nano-seconds
 - Micro-robotics and satellites
 - Nano and bio-technology innovations beyond what can be conceived today

Logistics Management Information Systems

Logistics is a core capability of all military, civilian government and industry operations. As such, **logisticians are entirely dependent upon accurate, time-sensitive information and knowledge to succeed.** The complexity of logistics management information systems, networks, data repositories, sensors and presentation technologies demands a highly trained **information systems technologist**, firmly rooted in knowledge and experience across the spectrum of logistics disciplines in order to ensure interoperability and responsiveness to logistics organizations.

- Personal attributes that must be possessed, requisite education, experience and foundational core skills and knowledge:
 - One foot in **information technology** and the other in **functional logistics capabilities** (EX: USTC GTN21, DLA IDE and BSM, DISA GCSS and Global Information Grid)
 - Knows **where and how to get at actionable logistics information**, across services, industry, combatant commands and organizations
 - Knows **how information is/should be captured, relayed and displayed**
 - **GCSS baseline data requirements and descriptions** a good place to start
 - Ensure we include evolving technologies (EX: AIT, UID, RFID)
 - Knows how **LOG IT supports evolving business practices** and able to help those processes evolve as IT capabilities evolve (EX: AIT in distribution)

Recommended Actions

- Complete development of required skills, knowledges, & abilities for each segment
- Design the career development path for each segment as the professional moves from entry level to senior executive
- Align experience, academic training and certifications with career progression, assuring “interoperability” across DoD & Industry domains

Recommended Actions

- Define the “intersections” ~ career gates ~ to facilitate movement from one segment to the other, and between DoD and industry
- Work with academic institutions to align and plan curricula leading to degree programs for the profession and segments that satisfy DoD goals
- Work with certification organizations to adopt & expand new or existing credentials for the segments, e.g. APICS, SOLE, NSPE ~ to further professional standards for Logistics segments
- Work with SEI of Carnegie Mellon to establish Logistics & Sustainment within the Capability Maturity Model Integration (CMMI) thus clearly defining logistics industry standard processes and associated procedures

Recommended Actions

- DoD & Industry collaborate to align, to the extent practicable, profession segments, & respective abilities, competencies, skills and knowledges
- Unify logistics profession messaging among the military, civil service and academic community
- Consider NDIA Logistics Student Chapters
- Provide NDIA logistics scholarships
- Forge a new future for the log profession with NDIA and DoD working together ~ Let our reports be a catalyst for change, not a study that ages on the shelf

How we proceed:

Who, What, When and How

Should frame the discussion for this final day

The Vision

An unambiguous respected logistics profession

Comprised of well educated, trained and certified professionals in association with accredited companies

Delivering high quality and effective logistics capability to assure warfighting success

- Prepared by Joe Grosson, Executive Director, Focused Logistics

Lockheed Martin Corporation

Joseph.Grosson@LMCO.Com

703-401-3747

DoD Logistics

Human Capital Strategy (HCS)



24th ANNUAL NATIONAL
LOGISTICS
CONFERENCE & EXHIBITION

Jim Hall

Assistant Deputy Under Secretary of Defense

Logistics Plans and Studies

March 13, 2008



The DoD Logistics Human Capital vision is a multi-faceted logistics workforce that will succeed in a Joint operating environment.



Benefits of a High Performing, Agile and Ethical Workforce

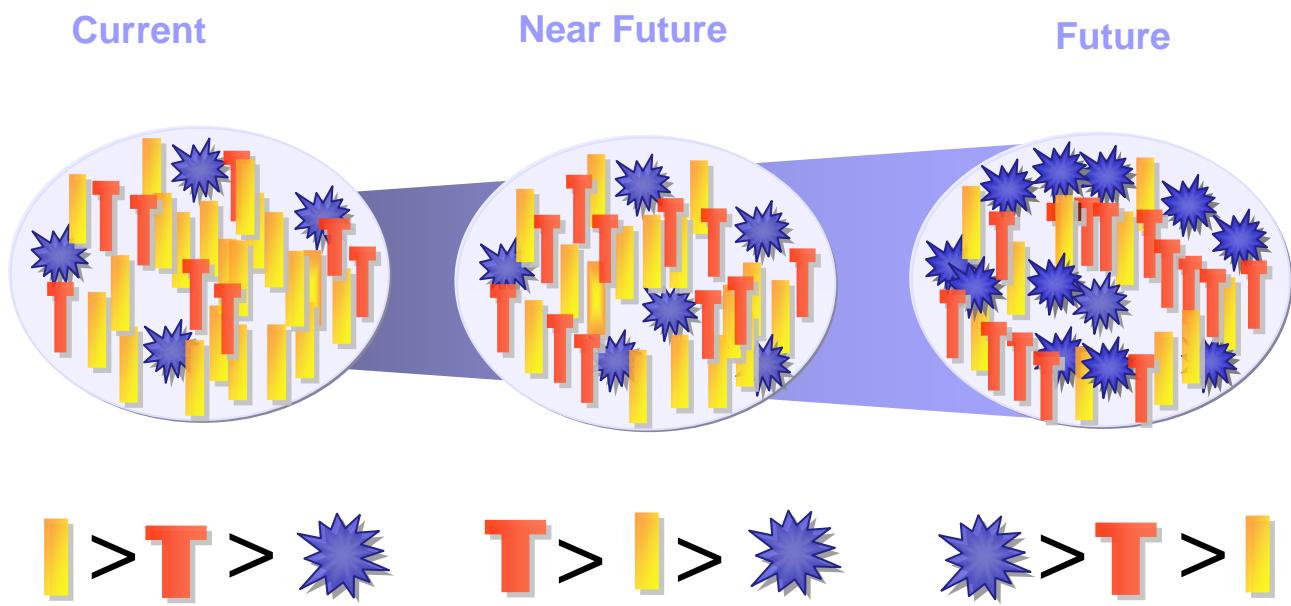
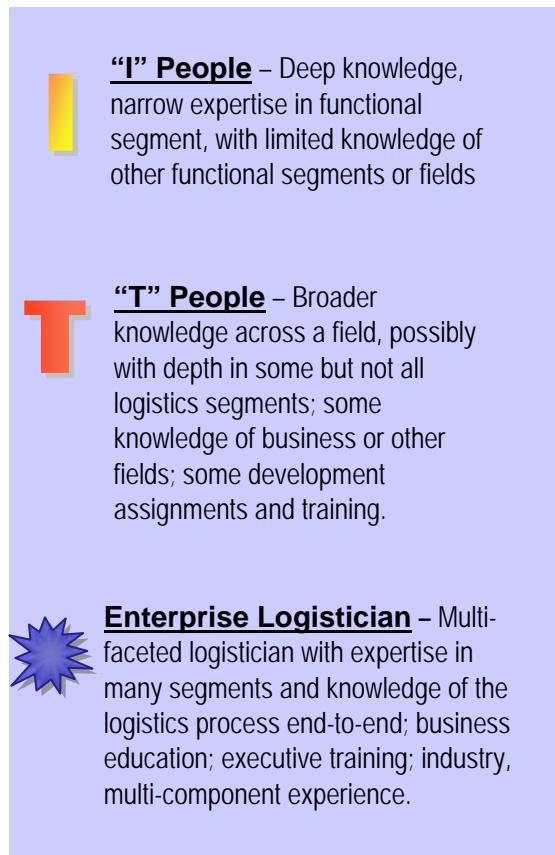
- | | |
|--------------------------------|--|
| Individual | Cross-functional development for more flexibility and growth |
| Services & Agencies | A DoD enterprise system to identify & utilize the desired competencies to meet mission needs |
| Total Force | Logistics synergy to provide capabilities for current and emerging mission requirements |

Outcomes of a Competency-Based Enterprise Logistics Workforce

- Empowers a mobile workforce for flexibility to support future requirements
- Sustains the knowledge base
- Optimizes enterprise resources
- Provides consistent expectations and application of competencies and skills requirements
- Defines a common lexicon for communication across logistics workforce

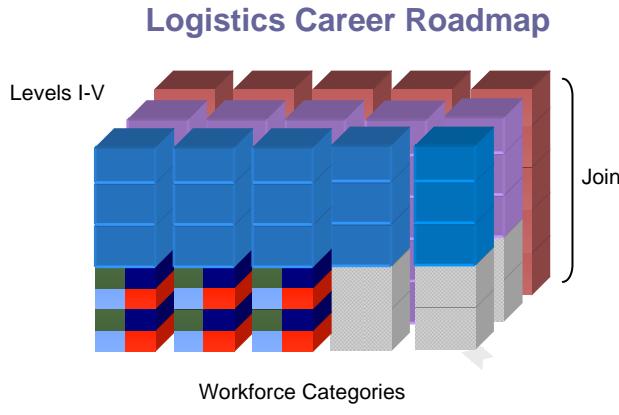


The right mix capabilities for DoD Logistics is essential

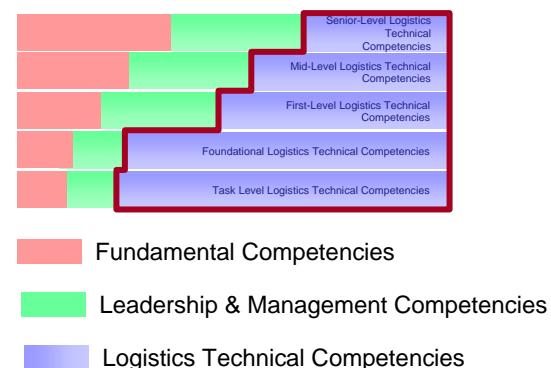




Six elements will contribute to success



Logistics Competencies



Education, Training, Collaboration and Developmental Assignments

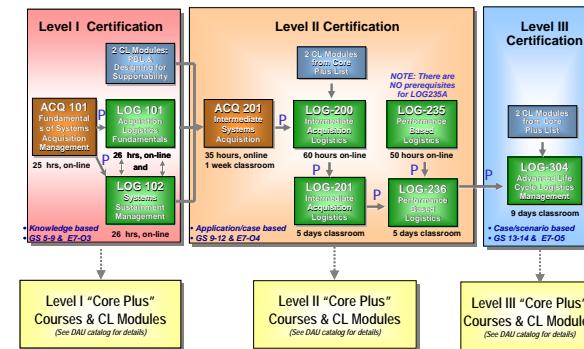


& others

Logistics Career Development Framework

Name & Contact Information	
Name:	John Smith
Serial number:	2D4982
Manager:	Jill Doe
Workforce Category Levels	
Supply Management:	4
Deployment/Distribution/Transportation:	2
Maintenance Support:	1
Life Cycle Logistics:	2
Fundamental Competencies	
Public Service Motivation:	Experienced
Continual Learning:	Experienced
Oral Communication:	Foundation
Written Communication:	Experienced

Certificate/Certification Program



Logistics Executive Steering Group (ESG)



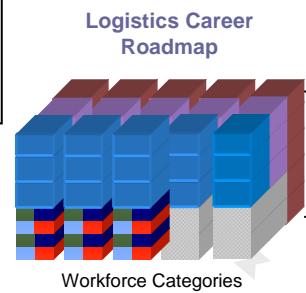


These elements will serve as a resource for the Services' Logistics Human Capital Efforts.

Service Human Capital Efforts

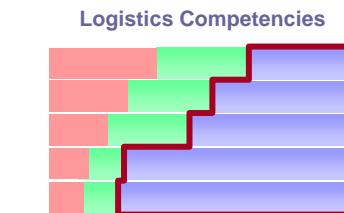


Coordination of Efforts & Information



Logistics Career Development Framework

Name & Contact Information	
Name:	John Smith
Surname:	SMITH
Middle Name:	Jane Doe
Workforce Category Levels	
Workforce Management	4
Logistics Planning/Programmer	3
Management Support	2
Logistics Ingester	1
Administrative Logist	0
Professional Logist	
Administrative Logist	Exempted
Contracting	Exempted
Field Examination	Exempted
Human Resources	Exempted



Service Human Capital Efforts

Education, Training, Collaboration and Developmental Assignments



& others

Leverage Competencies & other Outputs

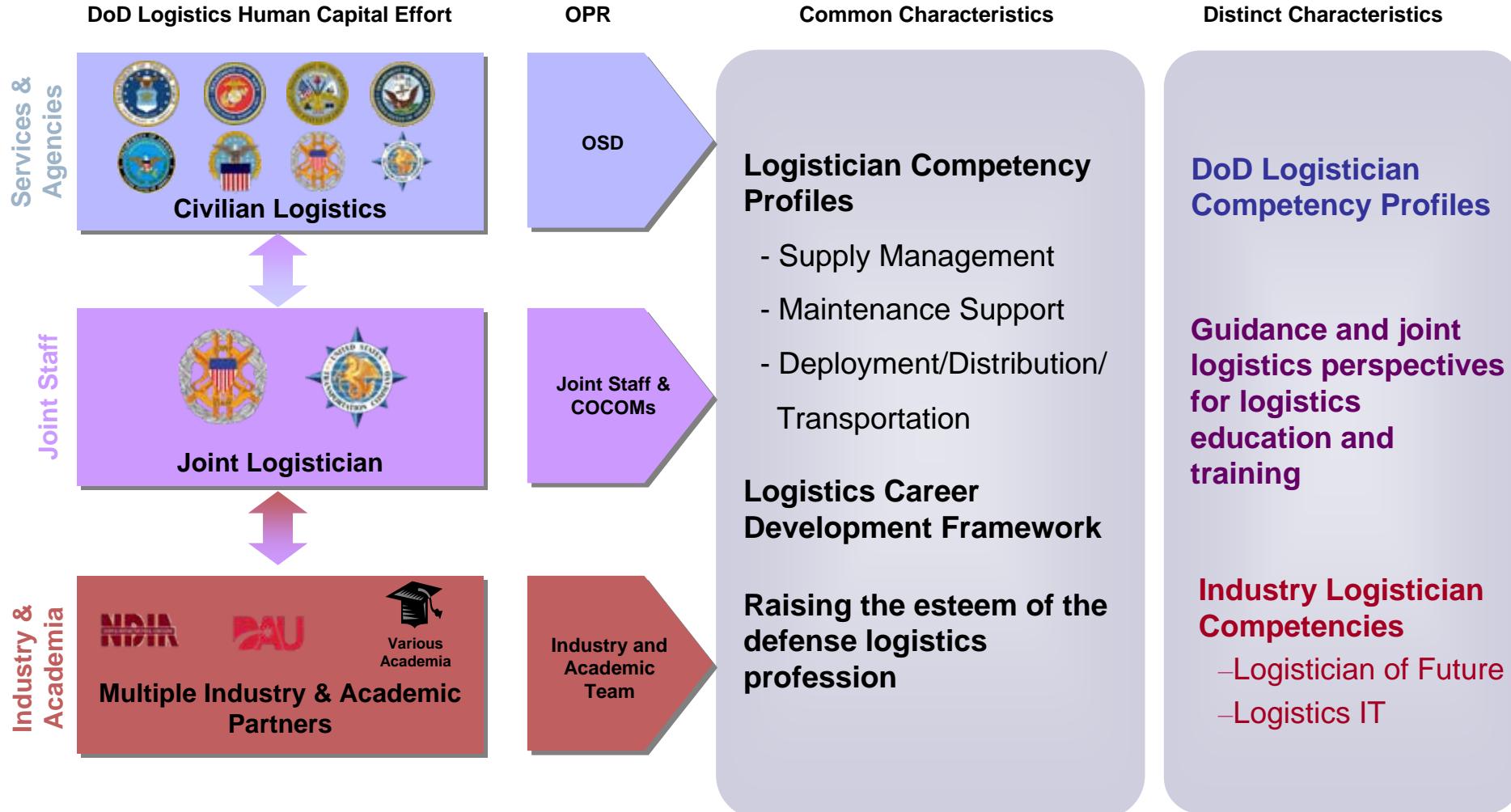


Logistics Executive Steering Group (ESG)



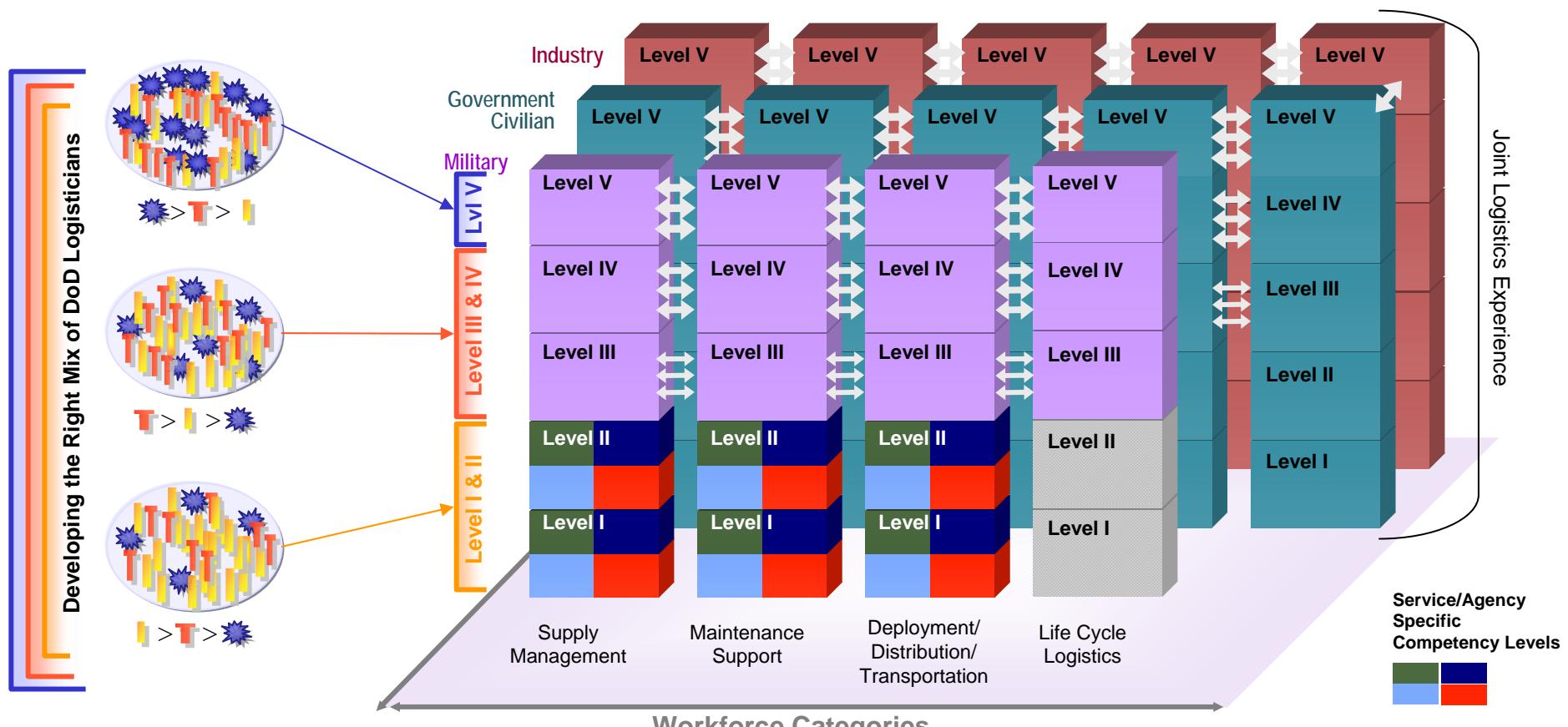


Competencies have been coordinated / integrated with other logistics human capital efforts





Logistics Career Development Roadmap will enable the Development of the Right Mix of DoD Logisticians



"I" People – Deep knowledge, narrow expertise in functional field; limited knowledge of other fields

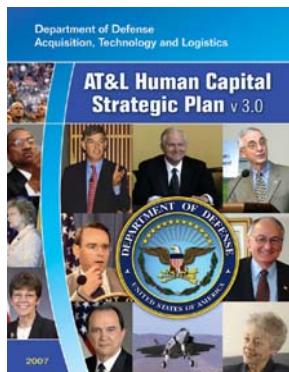
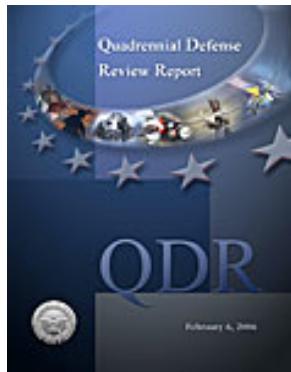
T **"T" People** – Broader knowledge across a field, with depth in some but not all logistics fields

Enterprise Logician – Multi-faceted logistician with expertise in many fields and end-to-end logistics process



The QDR vision is becoming reality

2006



Quadrennial Defense Review (QDR)

- Competency-Based Planning
- Performance-Based Management
- Opportunities for Personal Growth

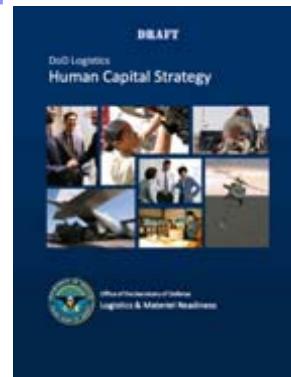
AT&L Human Capital Strategic Plan

- Goal 1: High Performing, Agile and Ethical Workforce
- Goal 4: Cost-Effective Joint Logistics Support for the Warfighter

DoD Logistics Human Capital Challenges

- Future Logistics Trends Assessed
- Logistics Workforce Categories Defined

2007



DoD Logistics Human Capital Strategy

- Human Capital Vision Created
- Logistics Competencies Defined
- Logistics Proficiencies Specified

2008

DoD Logistics Career Development Framework

- LDCF - Implement across DoD Logistics Community
- Certificate / Certification Program - Develop

2009 +

DoD Logistics HCS Pilot Implementation and Certificate Program

- LDCF – Identify Pilot Organization(s) and Develop Pilot Implementation Plan



People are our priority

A Professional Logistics Career Development Framework
to Enable
the Optimization
of People
& the Logistics
Enterprise





RADM Mark D. Harnitchek
USTRANSCOM J5/4

13 March 2008



What I learned and what Joint Logisticians need to know

- ***Logistics is a systems of systems...everything is connected to everything else***
- ***Big “L” Logistics...not a system that operates itself...but it can be operated***
- ***Distribution planning & execution...need to get better***
- ***Metrics...measuring the “right thing”...success defined by the customer***
- ***Logistics unity of command is important...logistics unity of effort is vital***
- ***“Math” know how and analytical thinking is critical***
- ***Logistics expertise...lots of variability among the services***
- ***Training and education...knowing what you need to know and how to think***
- ***Big dependence on contractors***
- ***Great In-transit Visibility...no “iron mountains”...real time data allows real-time analysis & process improvement***
- ***Theater logistics...already very joint..***



USTRANSCOM JDDE Competency Model

Supply

- Supplier Selection and Negotiation
- Supplier Relationship Management
- Sourcing & Procurement Strategy
- Inventory Planning
- Inventory Management
- Material Disposition (Disposal, Reclamation, Recycling, Repair)
- Return/Retrograde

Transportation

- Distribution Network Analysis
- Carrier Negotiation, Contract Management and Adjustment
- Inbound/Outbound Transportation Management
- Transportation Planning
- Transportation Marketplace Knowledge

Planning

- Demand Forecasting
- Network Optimization in Planning
- Requirements Planning (Deployment)
- Sustainment Planning
- Distribution Requirements Planning (DRP)
- Adaptive Planning

Deployment & Sustainment Optimization

- Movement Requirement Forecasting
- Materiel Management/Readiness
- Transportation Mode Selection
- Contracting

Joint Process & Systems Integration

- Joint Deployment & Distribution Architecture (JDDA)
- Distribution Portfolio Management (DPfM)
- End-to-End Analysis (Supply-Transportation-Theater Distribution)
- Joint Capabilities Integration & Development System (JCIDS)
- In-transit Visibility (ITV)/Asset Visibility

Regional COCOM Strategy & Interoperability

- Joint Theater Logistics
- Host Nation Support
- Coalition Operations

Organizational Relationships

- Multinational Relationship Management
- Service-to-Service Interoperability
- Joint Deployment and Distribution Enterprise Relationship Management

Joint Deployment & Distribution Leadership

- Risk Management
- Understanding of Organizations, Cultures, Individuals
- Joint Leadership
- Deployment and Distribution Strategy

Measures and Performance Management

- Supply Chain Performance Management
- Key Performance Metrics
- Budget Administration
- Financial Relationship Management

NDIA



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LOGISTICS
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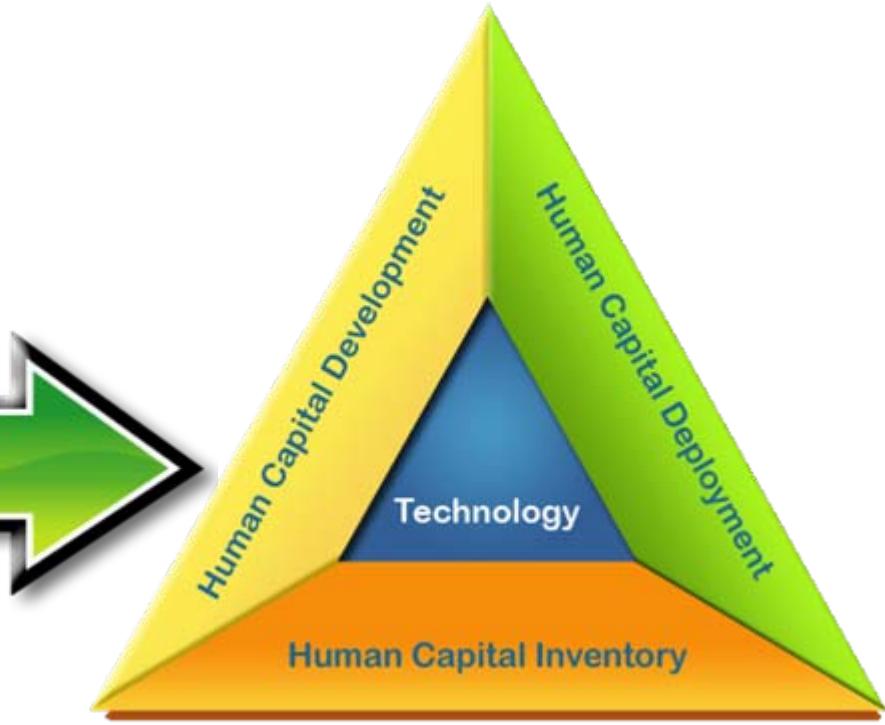
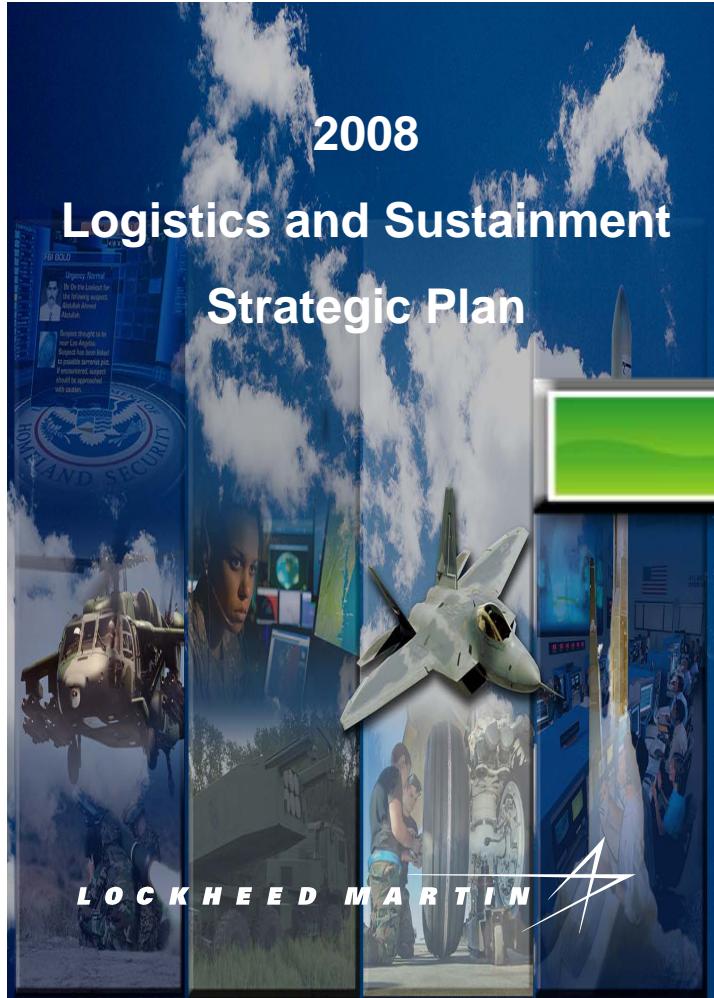
Logistics & Sustainment Human Capital Program

March 13, 2008

LOCKHEED MARTIN 

Patrice Jackson
Senior Manager, Logistics & Sustainment

Partnering with Our Customers to Provide Best-in-Class Outcomes for the War Fighter



Building and retaining a best-in-class Logistics and Sustainment workforce is a critical part of our strategy to support the war fighter.

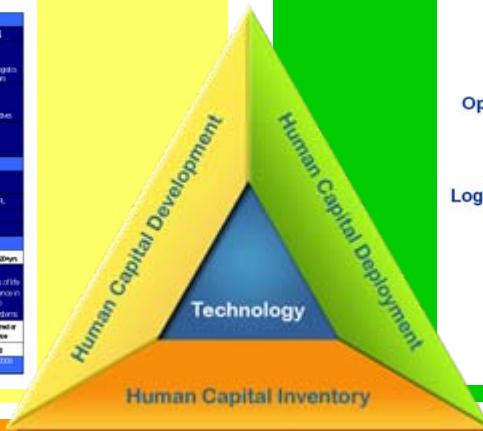
L&S Human Capital Strategy Closely Aligned with Customers



L&S Career Roadmap

✓ Four Stage Development Path

Career Road Map for Logistics & Sustainment Profession							
	LS Stage 1	LS Stage 2	LS Stage 3	LS Stage 4			
LM Logistics & Sustainment Institute / LS Core Courses	LS 101- COD Transformation Course 1 hour	LS 102- LS103- Logistics Core Course 2 hours	LS 103- LS104- Logistics Core Course 2 hours	LS 105- LS106- Logistics Core Course 2 hours	LS 107- LS108- Logistics Core Course 2 hours	LS 109- LS110- Logistics Core Course 2 hours	LS 111- LS112- Logistics Core Course 2 hours
LM Logistics & Sustainment Institute / LS Bedives	LS Early Career Bedives	LS Early Career Bedives	LS Mid Career Bedives	LS Senior Career Bedives			
UM Program Management Credentials	PM 101 PM 102	PM 201 Management	PM 301 Leadership	PM 401 Strategic Planning	Business Development	Customer Strategy PMI	
Defense Acquisition University	ACU 101 LCO 101	ACU 102 LCO 102	ACU 103 LCO 103	ACU 104 LCO 104	ACU 105 LCO 105	ACU 106 LCO 106	ACU 107 LCO 107
SOLE Credentials	SOLE DL	SOLE DL	SOLE DL	SOLE DL	SOLE DL	SOLE DL	SOLE DL
Additional External Credentials	100	100	100	100	100	100	100
Engineering Credentials	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	0days	0days	0days	0days	120days	120days	120days
Experience	1 year of acquisition experience, 2 years of life cycle acquisition experience, equivalent to 100 hours of LCO 101-107 support of DOD weaponized systems.						
Education Required Degrees	Bachelor's Degree or equivalent knowledge	Bachelor's Degree or equivalent knowledge	Master's Degree or equivalent experience	Master's Degree or equivalent knowledge	Master's Degree or equivalent experience	Master's Degree or equivalent knowledge	Master's Degree or equivalent experience
LM Level	1	2	3	4	5	6	7



Best-in-Class Workforce

✓ Consistent Expectations of Competencies



L&S Development Assignments

✓ Targeted Deployment for Performance

Operations Leadership Development Program

Logistics and Sustainment rotations across LM

Logistics and Sustainment Fellows

Collaborative Learning Network

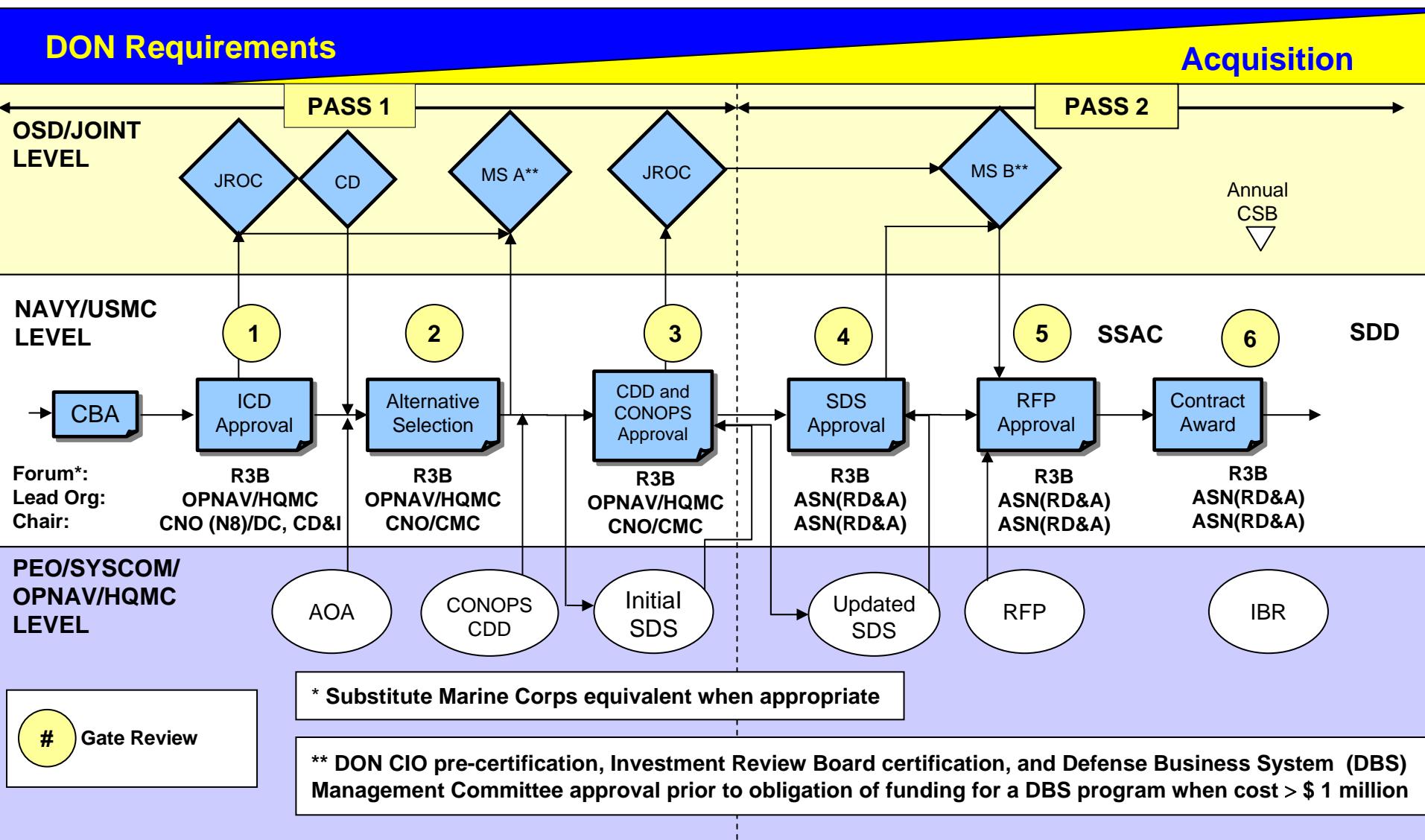
✓ L&S Sharing Across the Enterprise







DON Requirements/Acquisition Two-Pass/Six-Gate Process with Phase Development of System Design Specification (illustrated example for program initiation at Milestone B)





NDIA Logistics Conference

Joint Operational Logistics— Seamless Logistics? View from the Operational Commander

***RADM Mike Lyden
Director, Supply, Ordnance &
Logistics Operations Division
(OPNAV N41)***



Strategic Perspective...

Unified Action:

The **synchronization**, **coordination**, and **integration** of Joint, Single-Service, and Multinational operations with the operations of other USG agencies, NGOs, and IGOs, and the private sector **to achieve unity of effort**.

Unity of Effort:

Coordination and **cooperation** toward **common objectives**, even if the participants are **not necessarily part of the same command** or organization - the product of successful unified action.

JP 1, Doctrine for the Armed Forces of the United States, 14 May 2007

How can we achieve *Unity of Effort* absent *Unity of Command*?



COCOM's Logistics Concept

Although the Service component commanders provide logistics resources...

The COCOMs are responsible for ensuring the overall plan for using these resources supports their theater concept of operations.



Joint Theater Logistics

Definition...

- Sharing of Service logistics resources to enhance synergy and reduce both redundancies and costs

Challenges...

- Overlaps, excess capacity, rice bowls
- Multiple solutions in play in DoD



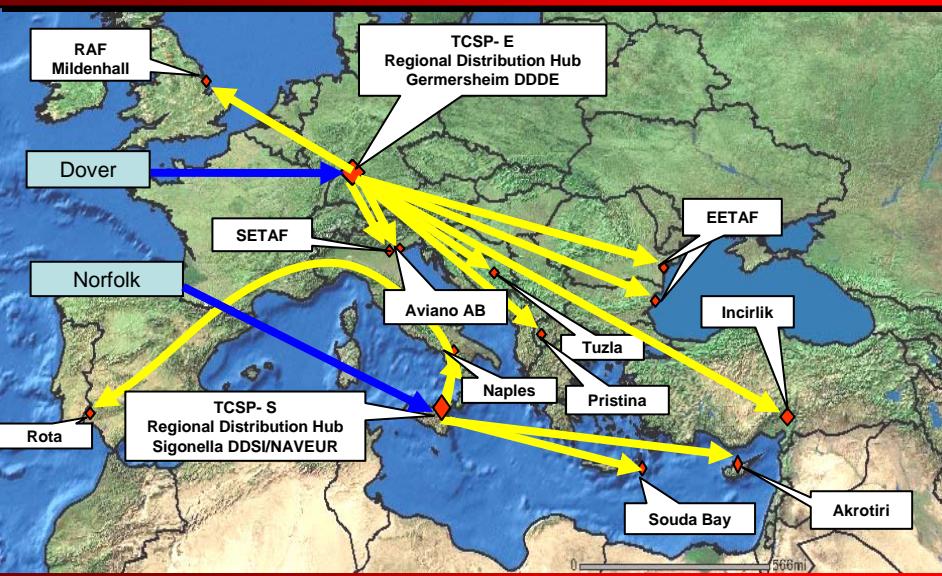
EUCOM JTL Initiatives

- Link tactical CSS to theater-wide log C2
 - EUCOM Deployment & Distribution Ops Center
- Develop AOR-wide adaptive logistics network
 - Channels (LOCs), nodes, capabilities, visibility
- Joint deployable log capability
 - Established relationships & structure
- Big “J” Logistics Integration

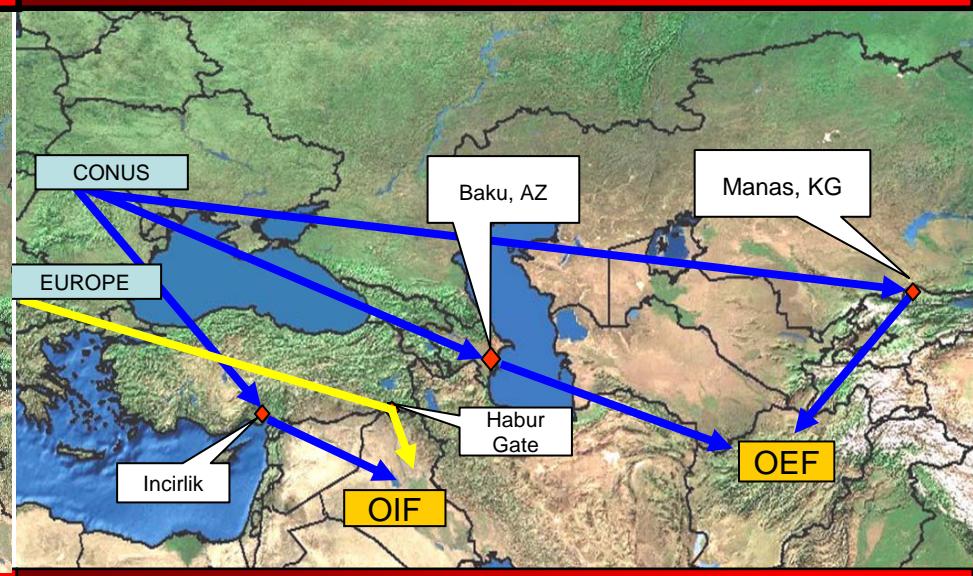


AOR-wide adaptive logistics network

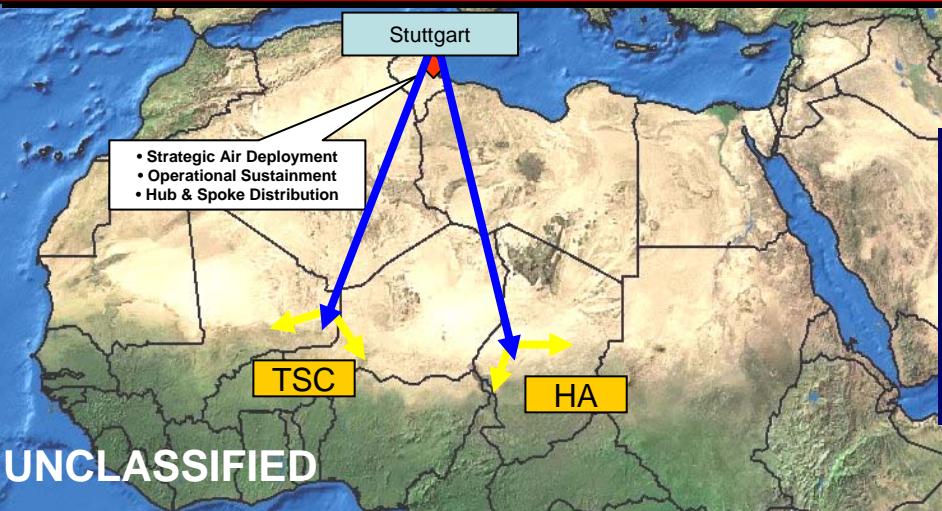
European Network



Eurasian Corridor



African Network



EU COM LOG NETWORK OBJECTIVES

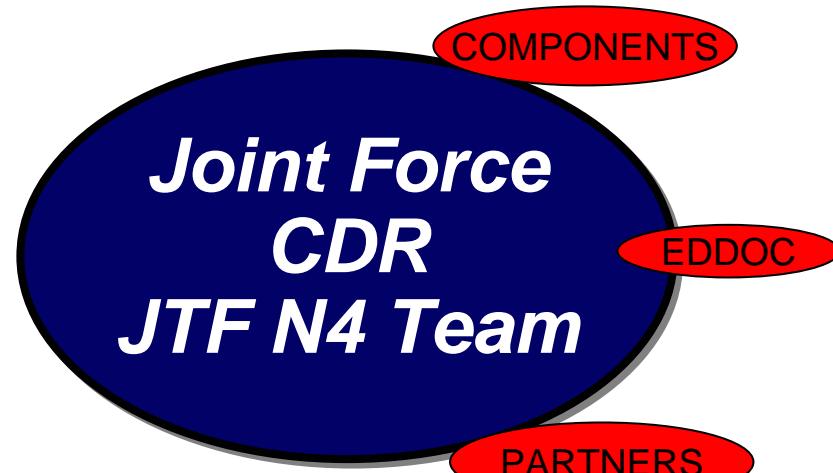
- Eliminate Risk of Single Point Failures
- Optimize Joint Distribution Capabilities
- Capture Capability





Joint, Deployable Log Capability

Joint teaming



Virtual Log Leadership Team



Regular
Battle
Rhythm



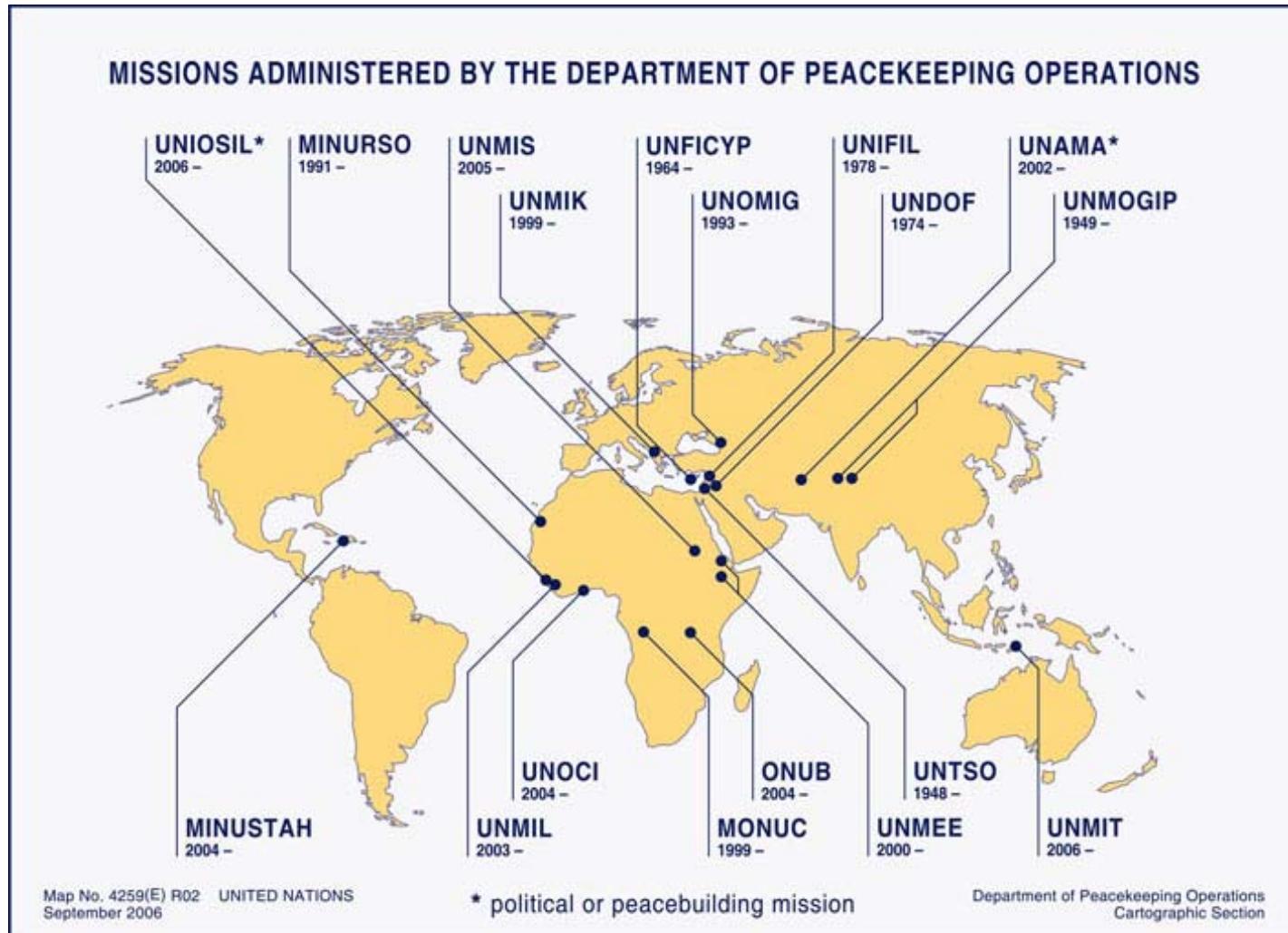
Big “J” Logistics Integration

- **NATO**
 - NATO Response Force (NRF)
- **European Union (EU)**
 - EU Battle Group
- **United Nations**
 - Peacekeeping Operations
- **African Union (AU)**
 - AU Mission in Sudan (Darfur)
- **Private industry**
- **Other government agencies...World Food Organization (WHO)**
- **NGO's...CARE**

Each brings
logistics
stovepipes...
But also
Experience
& Capability
in AOR



Example...UN Dept of Peacekeeping Ops... (DPKO)





Ex. Non-Governmental Organization (NGO) Logistics

- **The real Professionals in humanitarian relief logistics**
 - Extensive experience and continuing presence across the globe
 - Fastest response time to crisis—much quicker than nations or UN
 - Accustomed to operating on a shoestring in austere locations
easier spin up, smaller footprint than military or UN solutions
- NGOs have established working relations with all types of supply chain operators worldwide, large and small—They are a wealth of knowledge to be tapped





Takeaways

- What does joint logistics encompass?
- What is the demand signal...
 - Last war or next?
- Understand all the “seams”
 - Inter-service
 - Coalition
 - Other
- Leverage all available capability
- What requires “unity of command” vs. “unity of effort”?



Logistics Sustainment Reset - Are We Meeting the Challenge?

**Michael Madden
Executive Deputy
Marine Corps Logistics Command**



Agenda



- Equipment Reset Defined
- Equipment Profile for Reset
- Service-level requirements ISO Reset
- Current MCLC Supporting Actions
 - Retrograde and Reset Conference 22-25 Jan
- Are we meeting the Challenge?
 - Complimenting and Competing priorities





Reset Mission Statement

Out of January USMC Reset and Retrograde Conference held at LOGCOM.

“From the start of major retrograde operations the USMC conducts enterprise reset (4-6 years) and reconstitution to prosecute the Long War ISO COCOM requirements and OSD initiatives”.



Reset (Equipment)



“Those actions taken to repair, enhance, or replace equipment used in support of operations for current conflict(s), and their associated sustainment”

Replace attrited equipment with new...

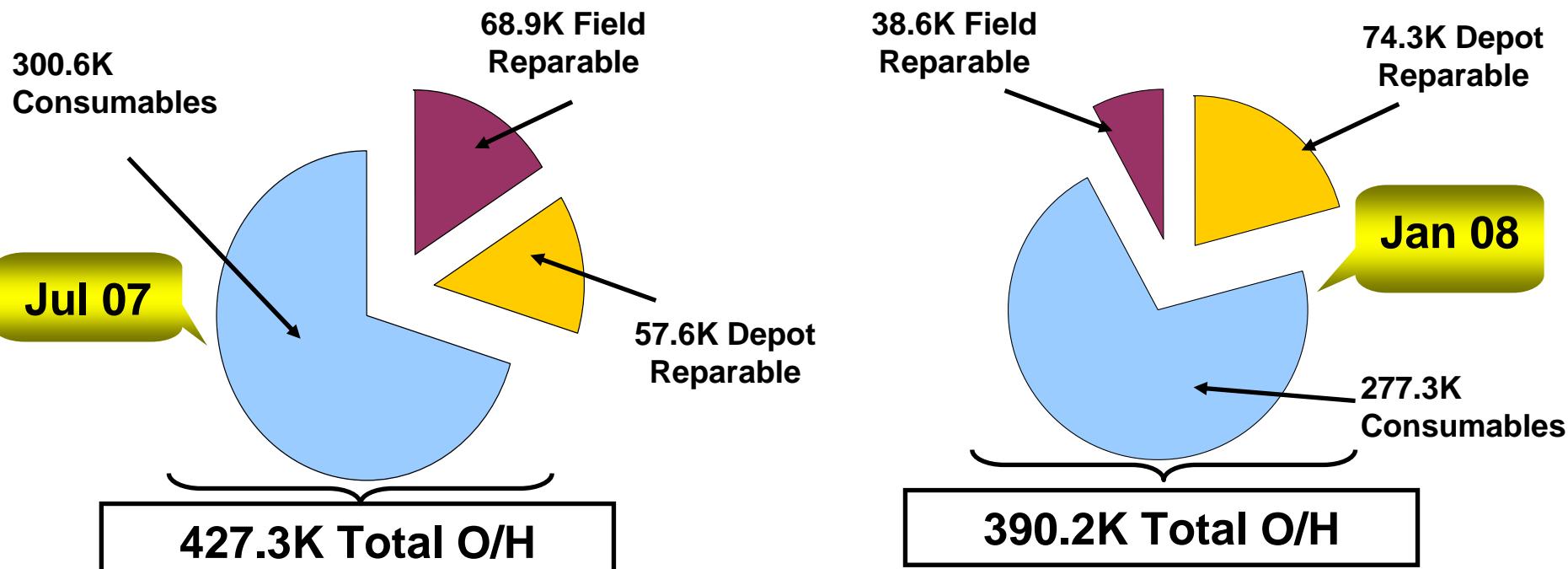


Apply new technologies to enhance capabilities...





Equipment Profile for Reset



Consumables: "C" TAMCNs (Laser-Jet Printer, Clothing, etc)
Field Repairable: Sub-Assembly (Starters, Pumps etc)
Depot Repairable: Major PEIs (LAV, AAV, MTVR, Tanks, etc)

Delta
Depot Repairable: 16.7K increase
Field Repairable: 30.3K decrease
Consumables: 23.3K decrease



Relieving Warfighters From Burden of Retrograde



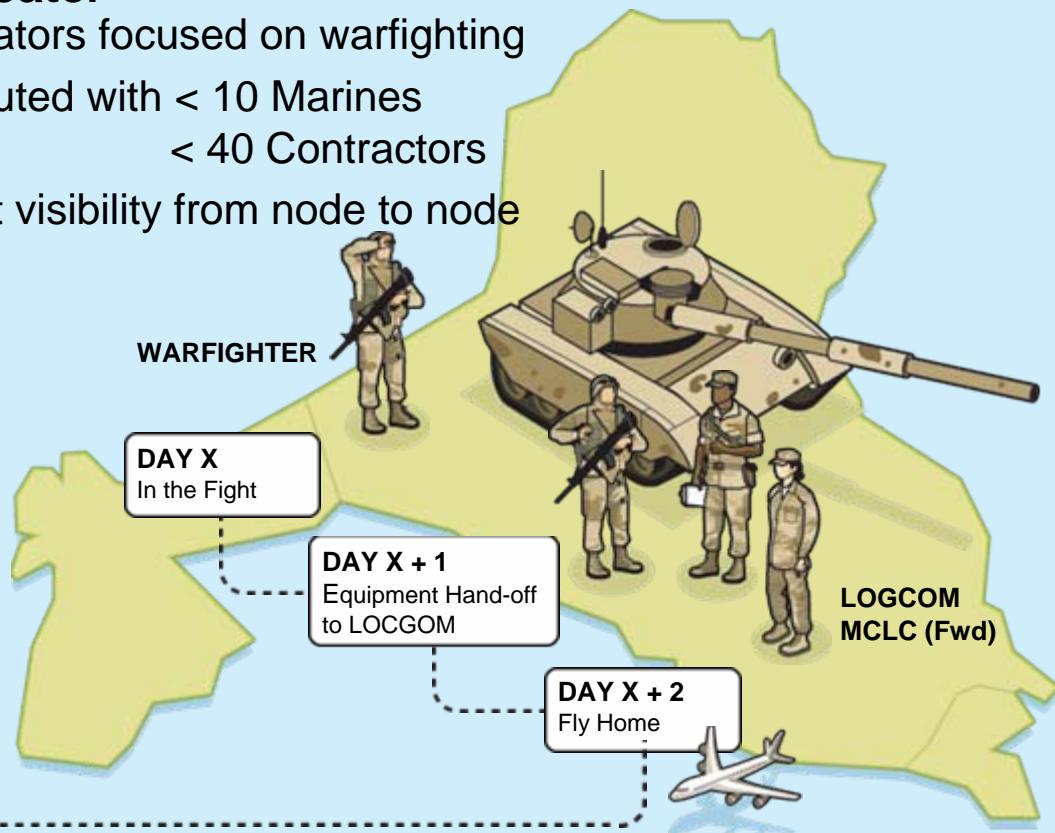
Home Station

- Supporting establishment performs maintenance
- No cost to Home Station
- Assets provided to Home Station C/C A, SL-3 Complete



In Theater

- Operators focused on warfighting
- Executed with < 10 Marines
< 40 Contractors
- Asset visibility from node to node

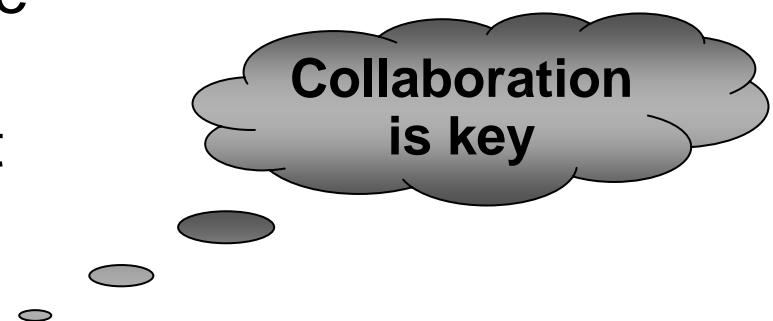




Planning Challenges



- Create a USMC strategy for reset
- Equipment (by TACMN) retrograde priorities
- Non Program of record equipment disposition
- Need to promulgate
 - Resource Strategy
 - Consumable supply policy
 - Reparable supply policy





MCLC Supporting Actions



Create depot white space.
Develop depot capacity models and cost models.
Partnering with industry and other services.

Exercising MCLC (Fwd) to continue developing task specific retrograde capabilities.

Collaborating with PM's for integration of long-term weapons systems strategies.



Are We Meeting the Challenge?



Complimenting Priorities:

- Current Operations
 - Urgent Needs
- Long War
 - 202K build
 - MPF Reconstitution
 - Expanded Global Presence
 - Cross Leveling
 - T/E Review

Competing Priorities:

- CMC Priorities
- Resources
 - Funding
 - Personnel
 - Equipment
 - Infrastructure

Reset



Questions?



Partnership
Security
Stability



UNITED STATES AFRICA COMMAND

Brig Gen Rick Martin

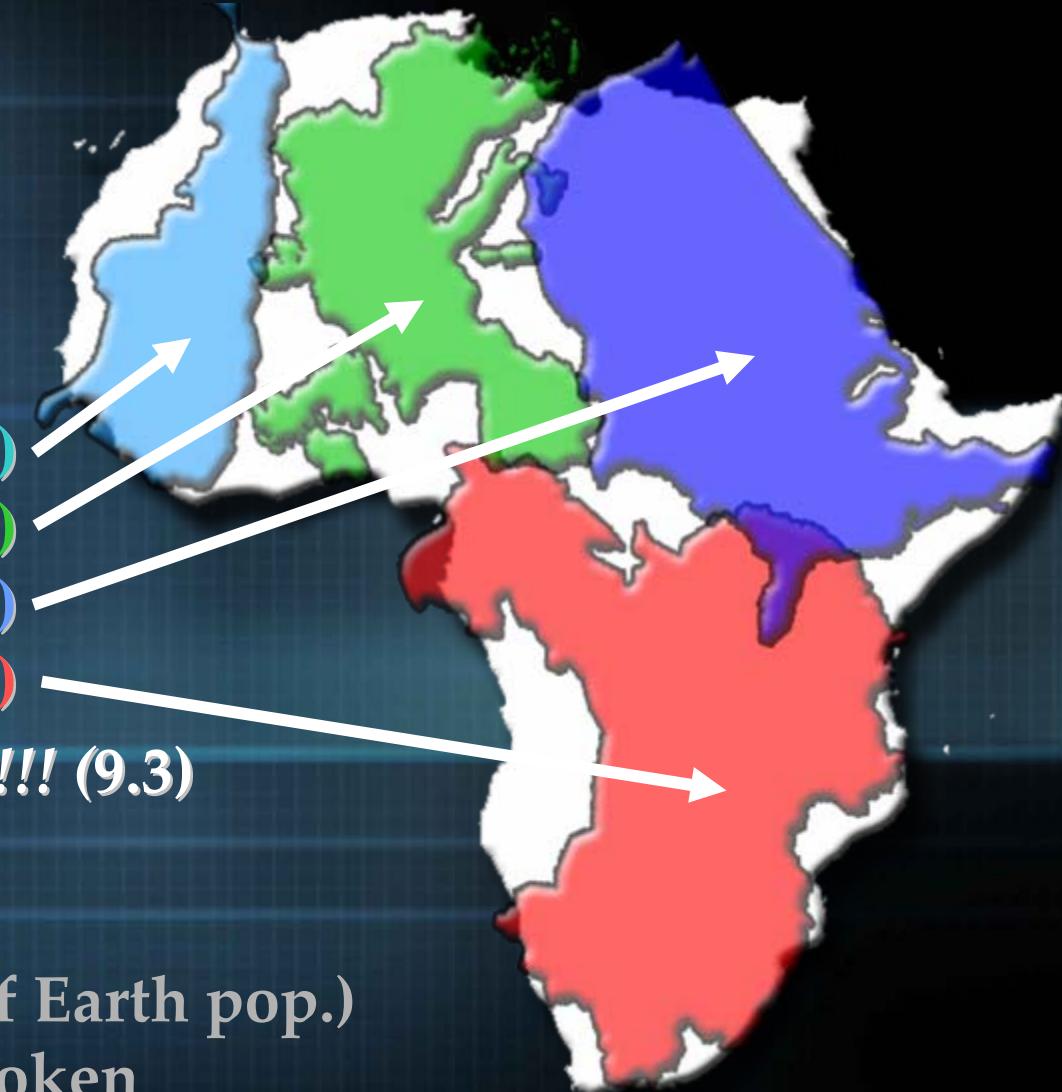
Dep Director, Operations & Logistics





Africa's Size and Diversity

11.6 million
square miles



53 nations
900 million people (14% of Earth pop.)
2,000 languages spoken



USAFRICOM's Mission ...

Our Proposed Mission Statement

United States Africa Command conducts sustained security engagement through military to military programs, military sponsored activities, and other military operations as directed to promote a stable and secure African environment in support of U.S. foreign policy.

We are a command under construction...



Accepting missions from the other unified commands in a deliberate, seamless fashion



Building the team and building relationships with our partners and friends



Commander's Initial Guidance



Build the Team



**Enable the Work
of Africans**



Add Value & Do No Harm

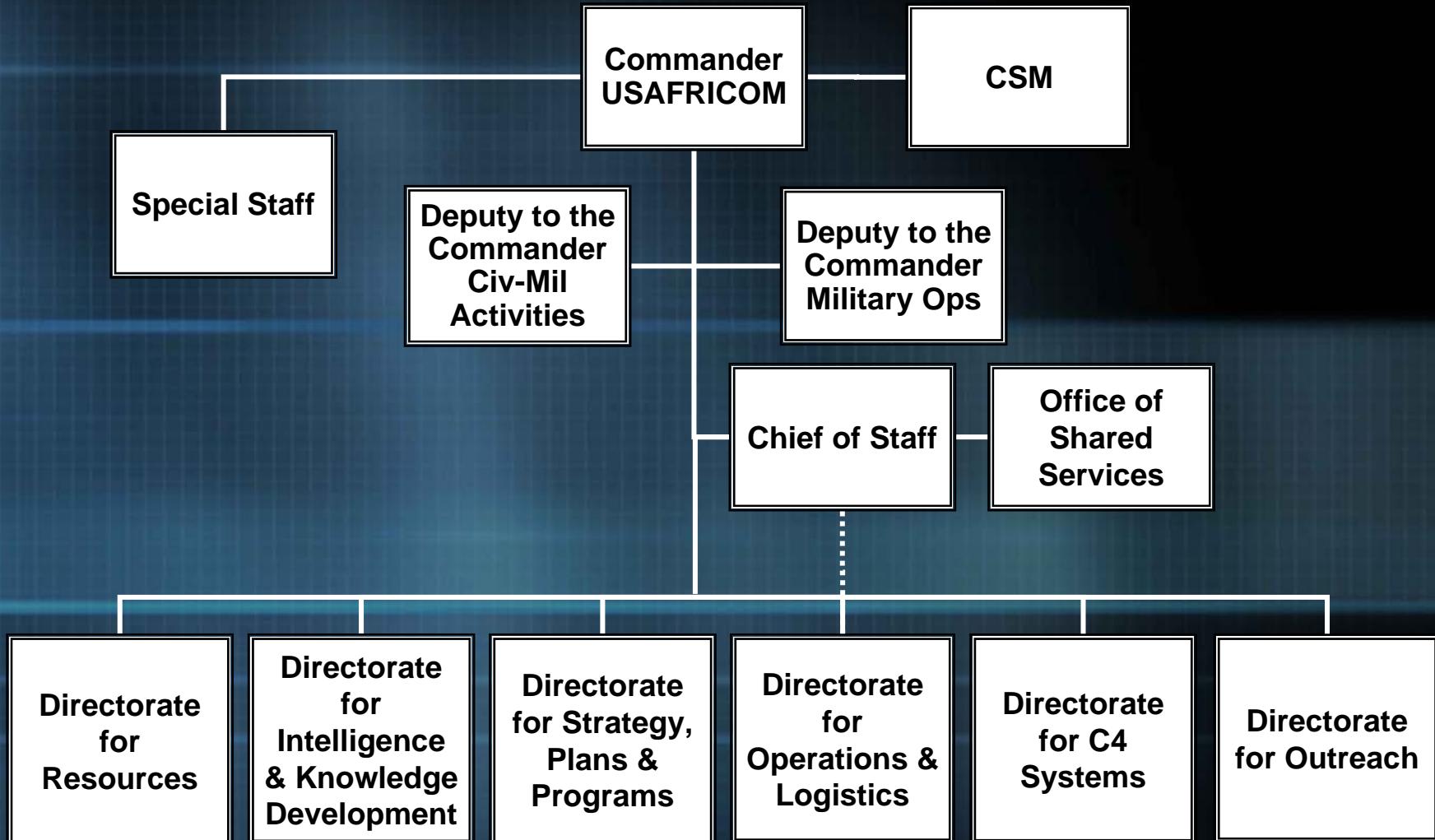
Accept
Missions

Engage
the U.S.

Engage
Africa



Headquarters Organization





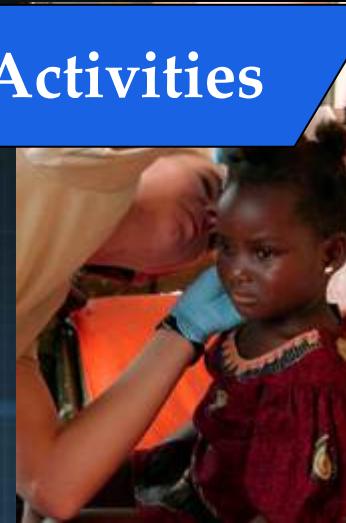
Where We Add Value

Missions



CJTF-Horn of Africa and OEF-Trans-Sahara

Activities



Africa Partnership Station



Programs



Exercises

FLINTLOCK 07, Mali



Strategy of “Active Security”

Persistent, Sustained Level of Effort

Building Partner Security Capacity



Supporting Humanitarian Assistance Efforts



Providing Crisis Response



Oriented on Preventing Conflict



Fostering Continued Dialogue and Development



...to Enable the Work of Africans



Partnership
Security
Stability



UNITED STATES AFRICA COMMAND

Brig Gen Rick Martin

Dep Director, Operations & Logistics



A Two Pronged Strategy for
Logistics Work Force Development:
Building the “Sustainment University”

Alex Miller, Ph.D.
Dean, Center for Executive Education
William B. Stokely Professor of Management
University of Tennessee
865/974-1733
amiller2@utk.edu

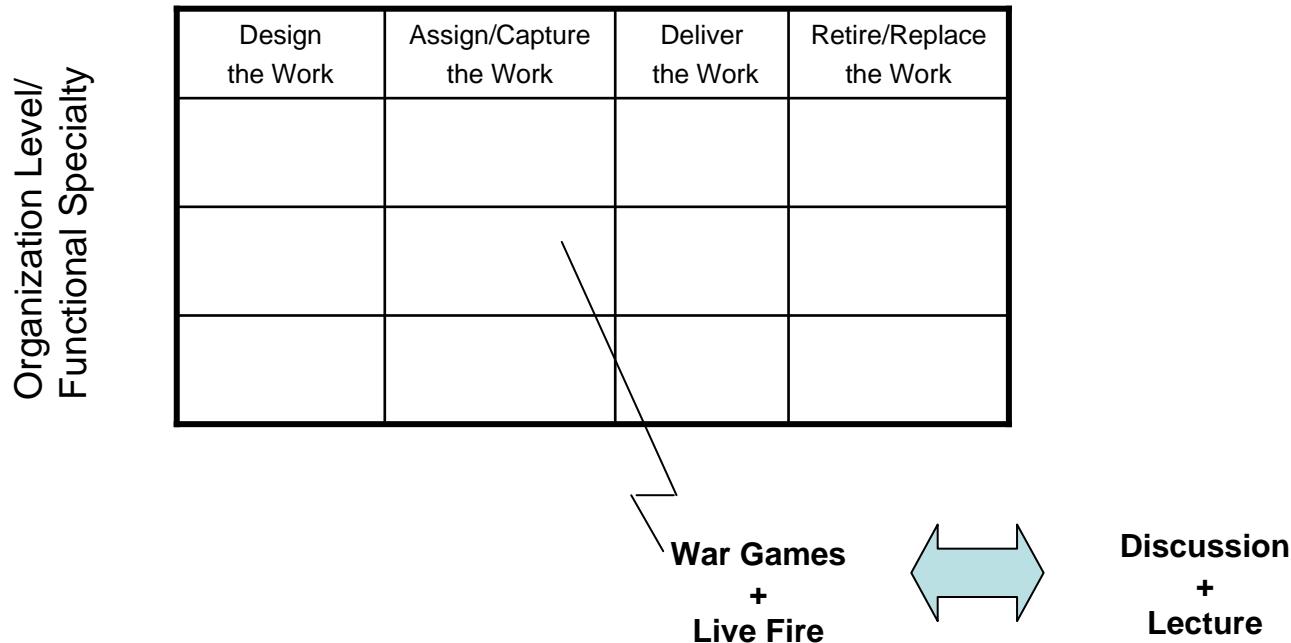


A Two-Pronged Strategy

1. High-Level Organization Strategy and Structure
2. Individual Development Plans

High Level Organizational Strategy and Structure Example

Sustainment Life Cycle



TO RUN YOUR “UNIVERSITY” YOU NEED:
“Curriculum” Content
+ Career Paths/Professionalization
+ Tracking/Management Processes
+ Faculty Development Plan

Individual Development Plans

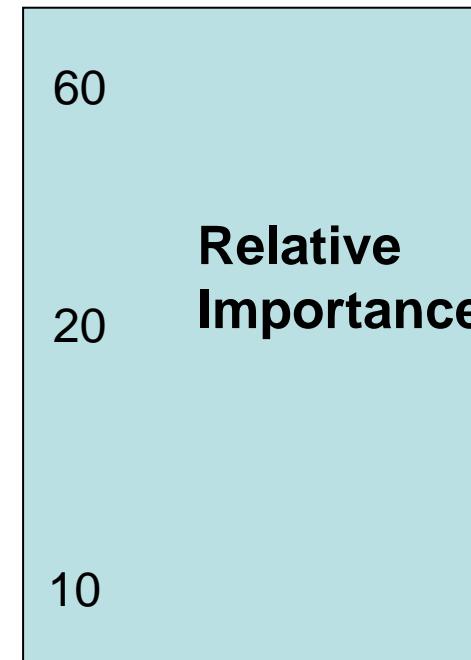
Stretch
Assignments

+

Mentoring

+

Education



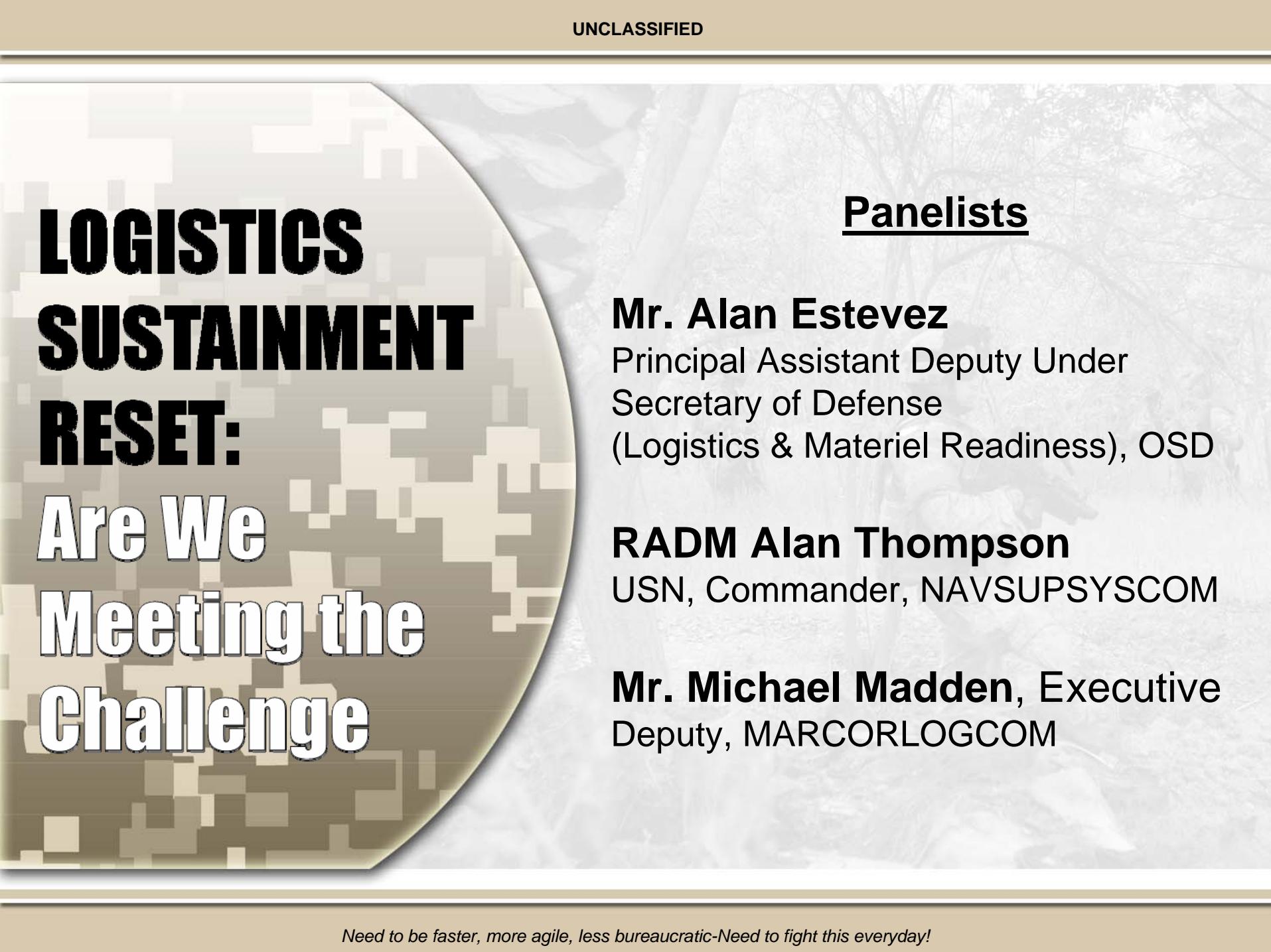


Summary

Sustainment
“University” =

High Level
Organization
Strategy and
Structure

+ Individual
Development
Plans



LOGISTICS SUSTAINMENT RESET: Are We Meeting the Challenge

Panelists

Mr. Alan Estevez

Principal Assistant Deputy Under
Secretary of Defense
(Logistics & Materiel Readiness), OSD

RADM Alan Thompson

USN, Commander, NAVSUPSYSCOM

Mr. Michael Madden, Executive Deputy, MARCORLOGCOM



United States Army Materiel Command



Logistics Sustainment Reset: Are We Meeting the Challenge



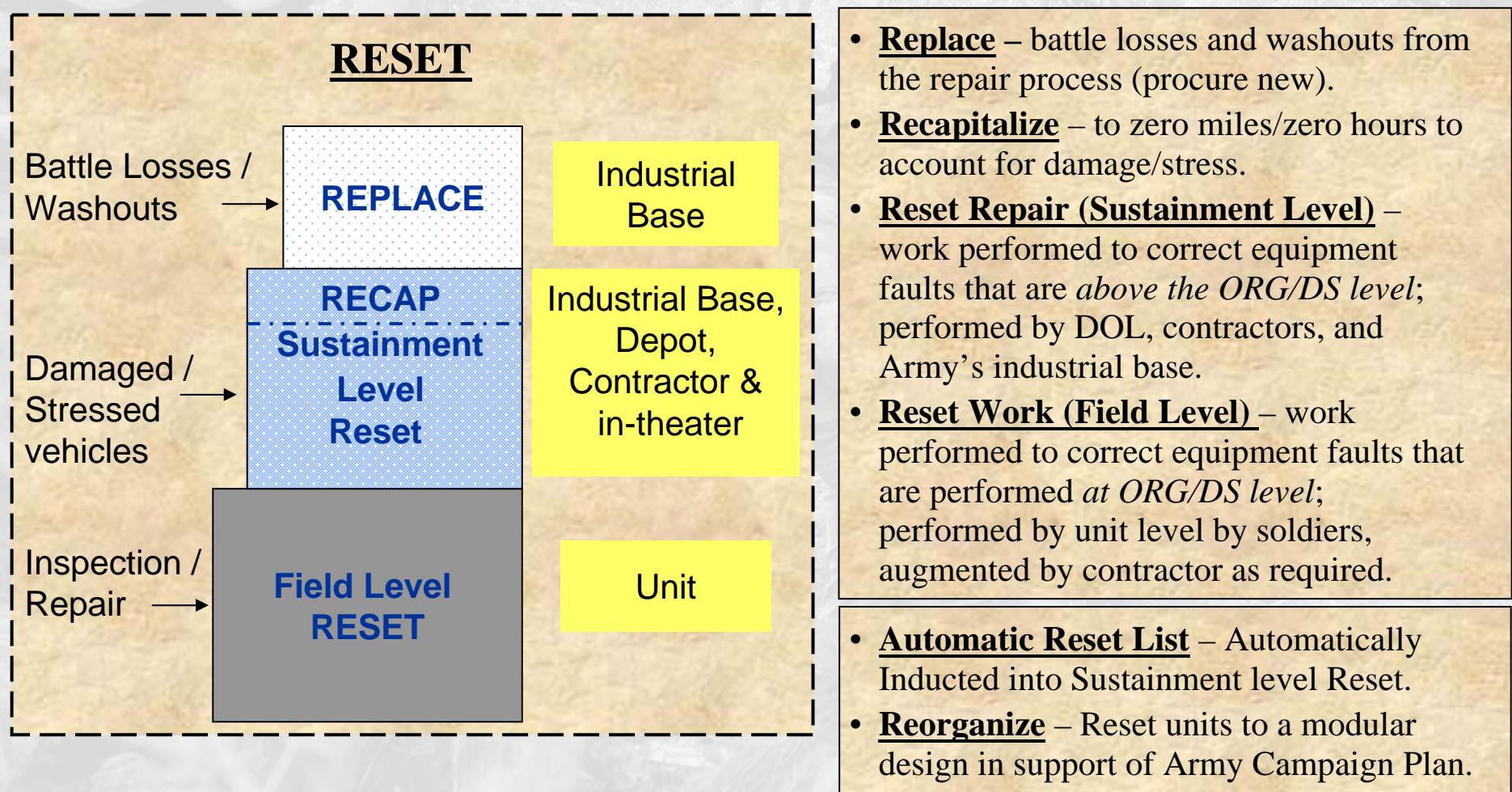
LTG Mortensen

Need to be faster, more agile, less bureaucratic-Need to fight this everyday!



Sustaining Equipment Requirement

RESET A generic term that represents a series of actions to restore units to a desired level of combat capability commensurate with mission requirements and availability of resources.

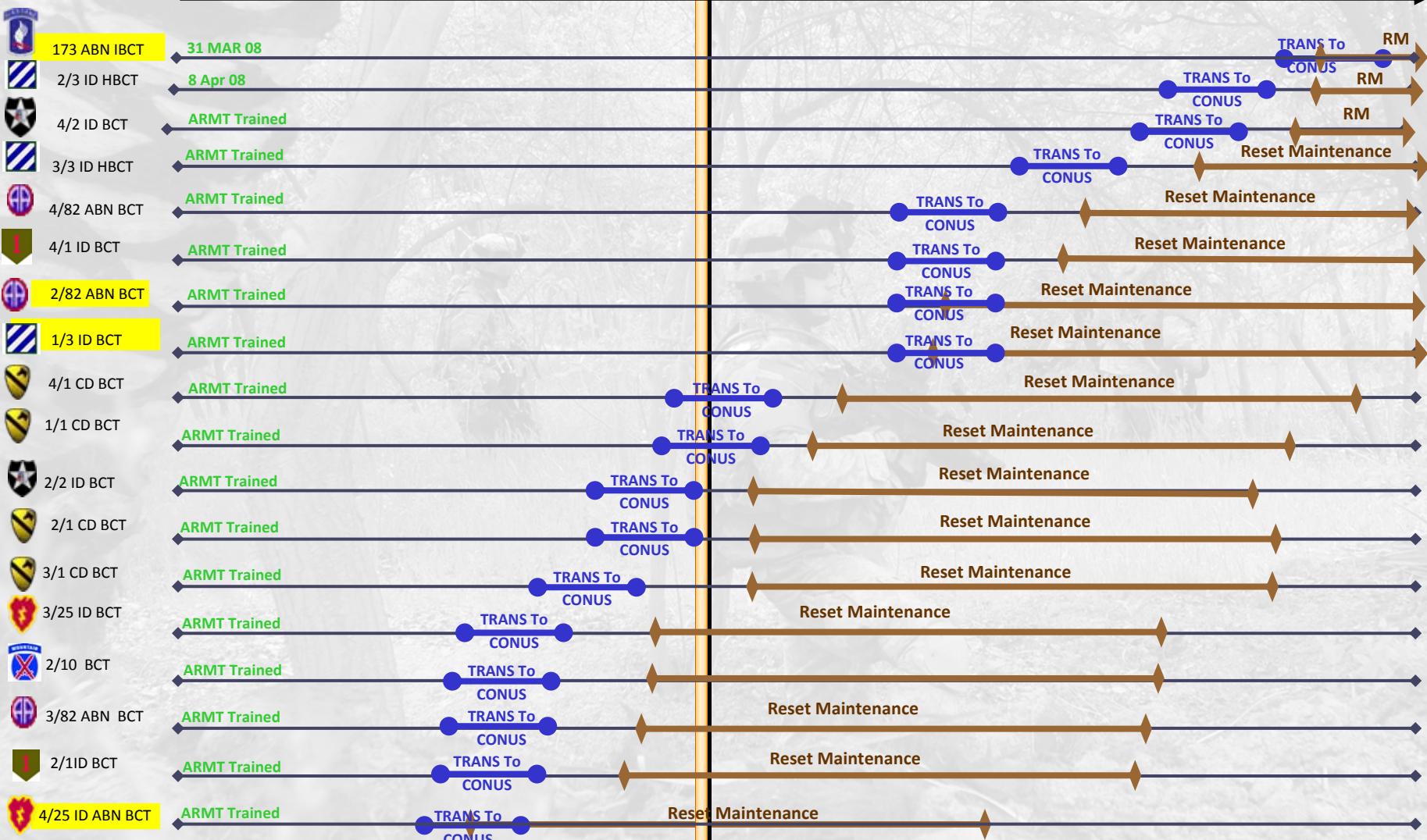




Reset (Timeline by Unit) FY08

FY08

TODAY



Rock Drill Reset Test Units

Complete



CG Metric - 2007

Depot	System	FY06 Residual WKLD QTY	FY07 New WKLD QTY	FY07 SCH WKLD QTY OCT-DEC	FY07 ACT WKLD QTY OCT-DEC	RECAP ACT QTY COMP OCT-DEC	Total Deltas QTY	RESET DEC COMP SCH QTY	RESET DEC COMP ACT QTY	RECAP DEC WKLD SCH QTY	RECAP DEC ACT COMP QTY	WIP	FY07 SLM	Reset	FY07 Recap / Other (\$M)	Total Carry Fwd QTY	JAN WKLD QTY	FEB WKLD QTY	MAR WKLD QTY	APR WKLD QTY	Remaining 07 CARRY FWD QTY	
ANAD	TOTAL ABRAMS RESET												827.5									
	M1 ABRAMS FOV	72	177	248	248	0							117.2		50.0							50
	RECAP ABRAMS VEH	38	335	228	228	0							213.0		30		19		10		10	50
	M88 RECOVERY VEH Recap	22	85	104	104	0							10.0									
	M109A6 PALADIN	114	75	185	185	0							67.5		44.0							
	M113 FOV	29	124	155	155	0							93.3		36.0							
	M9 ACE	61	228	265	258	-50							50		104.0							50
	M9 ACE Recap	3	66	68	68	0							32.1		0.0							
	NLB	14	20	17	17	0							15.1		0.0							
	STRYKER Reset *	17	54	48	48	-1							15		8.3		36.0		7		2	6
	FAASV	28	111	138	138	0							49.8		31.0							2
	M119A2 TOWED HOWITZER	1	16	12	14	2		0	1				3		6.0							3
	SMALL ARMS/MORTARS	15239	37113	40404	38886	-573		698	1786				7220		74.9		18,797.0		1869		2753	3987
	SUPPORT EQUIPMENT	33	31	61	61	0							1		2.6		13.0		2		1	
	OTHER WORKLOAD		40	4	4	0							4.8		8.0							
	FY08 MARKUP																					
	SUBTOTAL	15673	38478	42074	41029	423	622	1003	1853	3d	3d	7318	*****	186.6	1934	1958	2782	3995	1	598	1	
RRAD	HEMTT	7	161	163	163	1		1	1			5		28.3		34.0		4		1		
	HMMWV	212	1148	1126	946	-179		14	14			262		107.1		833.0		89		108		108
	HMMWV Recap	1884	3242	4071	3944	-20						19		93.5		599.0		71		112		
	TOTAL BRADLEY RESET																					
	M2 BRADLEY FOV	3	102	75	68	-2		1	1			37		66.5		53.0		4		18		15
	SUPPORT EQUIPMENT	164	1309	1218	1288	70		47	61			120		41.2		429.0		26		30		64
	TRUCKS (-)	138	1100	1029	905	-121		39	39			330		81.4		516.0		70		114		74
	ADD ON ARMOR (AOA)																					
	MLRS	13	13	13	13	0						0		9.0		0		0		0		0
	PATRIOT Program	106	10	41	0	-16						65		25.4		9		12		12		32
	SUBTOTAL	2408	7322	8781	3568	-4943	269	213	3d	124	1	838	\$ 665.50	93.5	2264	273	398	272	82	82	82	
LEAD	POLE POSITION Recap	58	47	51	51	4		1	2			7		72.0		1		0		3		4
	AVIATION (-)	2	1	1	1	0								0.5		0		5		5		4
	MISSLES (-)	56	151	260	148	-22						20		18.5		10		0		10		2
	GENERATORS	1200	4700	4791	4721	-70		11	76			113		84.20		1615		113		40		88
	HMMWV Recaps	1307	3125	4433	4452	0								88.5		344.0						
	SUPPORT EQUIPMENT	63	580	608	681	-3		30	26			46		29.2		139.0		35		11		
	SUBTOTAL	2624	8631	10095	6560	-4483	91	148	104	4	4	1	189	\$ 132.40	72.0	2098	156	56	106	1	908	
CCAD	CH-47D CHINOOK (Reset)	5	1	1	1	0								21.7								
	CH-47D CHINOOK Recap	1	4	0	0	0								19.8		0		0		0		4
	UH-60 BLACKHAWK C/B (Reset)	8	13	10	11	1		1	1			9		94.5		1		0		1		8
	UH-60 BLACKHAWK Recap	21	16	16	16	0						11		97.0		2		4		1		4
	AH-64 APACHE (Reset)	6	7	7	7	-1		1	1			7		65.9		1		3		0		4
	UH-60 BLACKHAWK																					
	AVIATION (-)													4.7								
	SUBTOTAL	17	46	26	18	10	0	3	2	4	4	1	31	\$ 186.78	116.8	d	4	1	2	1	20	
TYAD	AN/AQO-144	34	588	620	620	0		56	56			0	7.10		55	0	0	0	0	0	0	0
	AN/TRC-170 TERMINAL	12	73	63	61	-2						4		19.50		20	4	0	0	0	0	0
	AN/TPQ-36 FIREFINDER	15	15	21	24	3		3	3			7		20.88		16	2	1	2	2	2	0
	AN/TPQ-37 FIREFINDER	11	17	17	17	0		1	1			9		26.60		13	2	0	2	2	3	0
	Q-36 FIREFINDER RECAP	11	6	13	18	5		1	1			6		10.80		4	0	1	0	1	0	
	AN/TSC-85/93 (TACSAT) RESET	22	67	83	82	0						7		22.00		14	3	4	0	0	0	0
	Electronic Shelter Veh RECAP	0	222	222	221	-1						1		26.80		35	1	0	0	0	0	0
	Electronic Shelter Veh Reset "BLANKS"	41	395	434	434	0						6		29.00		97	6	0	0	0	0	0
	C4ISR (-)	2623	2728	23103	29762	-6660						86		84.20		2436		23		9		37
	C4ISR Field Teams													25.90								
	MISSLES (-)	3796	3309	3660	3511	-151		2	2			136		19.7		0		1		1		11
	AVIATION (-)	12	13	12	12	0		1	1			0.2		0.2		0		0		0		0
	SUPPORT EQUIPMENT	33	33	33	33	0						0		0.0								
	SUBTOTAL	2761	27059	34729	2938	7008	257	170	4	0	0	208	\$ 255.88	1	24	271	41	24	21	42	42	
DOTHER ORG	SUPPORT EQUIPMENT	21294	21264	21214	21214	-80		268	268			80		91.6		7,937.0		23		30		27
	M119A2 TOWED HOWITZER	6	1	1	1	0		1	1					1.6		2.0						
	RESET - POP/SIS	581	581	580	580	-1						1		76.4		52.0		100		0		14
	MISSLES (-)	52	52	52	52	0								97.5								
	TRACK VEHICLE SUPPORT	22	2	2	2	0								1.0		5.0						
	ARTILLERY (-)	5	5	5	8	3								2.1								
	BIVS	74	282	186	176	-5		0	0			6		12.2		1		0		1		3
	M109A6 PALADIN	300	243	235	235	-6		2	2			6		99.3		0		0		0		104
	RECAP ABRAMS	3518	411	418	0	0								12.6		129.0		24		24		15
	ABRAMS @ GDS	296	262	403	402	-1		112	111			151		132.6		262.0						
	ADD ON ARMOR (AOA) - TRUCKS	583	574	574	574	0		36	36					128.2		149.0		9		50		100
	AVLB	3	1	1	1	0								3.0		152.8		793.0		106		200
	BRADLEY LLM													170.8								
	FAASV LLM													43.7								
	ABRAMS LLM													0.1								
	ABRAMS @ GDS													1.2								
	CONTRACT													1.0								
	AVIATION (-)	458	305	331	0	26		19	26			20		25.3		19		11		8		89
	MISSLES (-)	3667	3548	3597	51	6	54							143.5		0		0		0		0
	CH-47D CHINOOK Spt Equip	23	1	1	1	0								3.4		0		0		0		23
	UN-60 BLACKHAWK Spt Equip	25	1	1	1	0								18.1								5
	AB-206 APACHE Spt Equip	5	3	1	4	3		1	1					2.1								5
	OH-58D	74	282	186	176	-5		0	0			6		12.2		1		0		1		3
	PATRIOT	300	243	235	235	-6		2	2			6		99.3		0		0		0		104
	PMV													170.8								
	MMMV Recaps																					



Setting the Force

ARMY PLAN

The Army will undertake a disciplined, orderly reconstitution to restore combat power.

2,000+ Tracked*
FY08

2,891 Tracks
30,858 Wheels*
(* Includes Reset &
Recap)

12,000+ Wheeled
FY08

16,557 Generators
19,206 Commo/Electric
75,584 COMSEC

3,200+ Generators
FY08

FY08 Projections
(2/15/08)

25,000+ Small Arms FY08

172,267 Small Arms

410+ Aircraft FY08

2,912* Aircraft Scheduled
2,211* Completed

11,000+ Missiles
FY08

10,765 Missile Systems
33,199 Missile Rounds Reset
13.3K Short Tons Ammunition Processed for
Reissue in SWA



Supplemental Depot Maintenance

FISCAL YEAR COMPARISON (QUANTITIES)

	<i>FY01-FY03 Avg – Base Prog Only</i>	<i>FY04</i>	<i>FY05</i>	<i>FY06</i>	<i>FY07</i>	<i>* FY08 Projections</i>	<i>Comparison FY01-03 and 08</i>	
	SHOOT/MOVE Small Arms, Bradleys, Abrams, Artillery, Tactical Wheeled Vehicles	6,556	15,160	19,252	33,037	56,422	>36,000	838%
	M1 (Recap/Reset)	186	181	235	262	512	376	269%
	M2 (Reset)	140	197	151	391	364	1126	250%
	HMMWV (Recap/Reset)	0	176	5,008	7,236	7,815	>7,000	N/A
	COMMUNICATE	15,186	24,442	28,500	30,517	59,072	>49,000	342%
	STIR – Non Depot (SPECIAL TECH INSPECT & REPAIR) – below depot	N/A	453	441	588	489	>500 (Programmed)	N/A
	Other Generators, MHE, Chem-Bio, Surveillance	7,007	10,355	13,150	19,325	35,465	>16,000	428%
<i>FY01-FY03 Data – Base Program Only</i>				<i>* FY08 Data will be finalized with FY08 DA FRAGO</i>				



Small Arms Readiness Evaluation Team w/Repair (SARET-R)

FY 07	Missions Completed	30
	Weapons Inspected / Repaired	75,509 / 58,021 (77%)
	Weapons Requiring Depot Repair.....	2,128 (3%)
FY 08	Missions Planned / Completed	28 / 10
	Weapons Scheduled / Completed	111,511 / 24,393
	Weapons Inspected / Fully Mission Capable..	24,393 / 22,001 (90%)
	Weapons Requiring Depot Repair.....	812 To Date
FY 04-07	Total Missions & Weapons	98 / 269,179

Recent Missions	Date	Total Wpns	FMC	Needing Repair	R-FMC	NMCS	Depot Repair
7th SFG, Ft Bragg, NC	5-16 Nov 07	3,225	1,718	1,507	411	1,064	32
3/2 SBCT, Ft Lewis, WA	26 Nov-19 Dec 07	5,919	484	5,435	4,731	364	340
37th IBCT, Ohio National Guard, OH	3-13 Dec 07	3,008	2,126	882	800	25	57
15th SB, Ft Hood, TX	10-14 Dec 07	987	75	912	906	0	6
Current/Future Missions							
3/1 CAV SARET-RA	7-11 Jan 08	745					
3 BCT/82nd AB, 16th MP, Ft Bragg, NC	7-25 Jan 08	7,617					
2/3 SFG, Ft Bragg, NC	9-10 Jan 08	250					
1 SFG, Ft Lewis, WA	14-18 Jan 08	1,400					

Committed to Excellence — Supporting America's Warfighters



Communications Electronics Evaluation Repair Team (CEER-T)

FY 08 Missions Completed 1
 10 MTN (Ft. Drum) NVGs; MNVDs Inspected / Repaired 1764/1664

Planned Missions	Date	NVD	SINCGARS	Awaiting				
		Densities	Densities	Inducted	Tl'd	Completed	Parts	NRTS
2/10 MTN - Ft Drum	Dec 07	1,764	1250	1764/1250	1764/1250	1664/981	0/76	100/0
3/82ABN - Ft Bragg	Jan 08	3,140	2,698	3140/2698	3140/2698	2599/2146	88/184	306/0
3/25 ID - Schofield Barracks	Feb/Mar 08	Not Required	1,896	1896	1896	1882	14	0
86 SIG BN - Ft Huachuca	Feb 08	154	99					
3/1 CAV - Ft Hood	Feb 08	3,278	Not Required	3,278	1429	1159	41	169
15th SUS BDE - Ft. Hood	Feb 08	413	Not Required	413	355	317	0	38
4/25 ID - Ft Richardson	Feb 08	Not Required	1,520	1520	1520	772	10	0
2/1 ID - Germany	Feb 08	4166	2687	1109/1272	918/1072	356/716	574/356	0/26



Chemical Biological Equipment Repair Team (CBERT)

FY08

Missions Completed	03		M48 Masks Inspected & Repaired	85/85 (100%)
M40/M40A1Masks Inspected & Repaired	5,908/5,908 (100%)		ACADAs Inspected / Completed	249/238 (96%) *
M42-Series Masks Inspected & Repaired	100/100 (100%)		ICAMs Inspected / Completed	132/127(96%) *
M45 Masks Inspected & Repaired	128/128 (100%)		M17 Decon Inspected / Completed	6/5 (83%) *

Recent Missions	Date	Total Masks	Total ACADAs	Total ICAMs	Total M17's				
		#	FMC	#	FMC	#	FMC	#	FMC
10th MTN (3BCT) Ft Drum, NY	21 Oct - 03 Nov 07	3,392	3,392	124	119	63	61	0	0
82nd ABN & 18 Corps (1/17 CAV) Ft Bragg, NC	10 - 14 Dec 07	596	596	36	35	14	14	2	2
82nd ABN & 18 Corps (1-325 AIR & Sustain) Fort Bragg, NC	21 - 31 Jan 08	2,233	2233	89	84	55	52	4	3

* NRTS-ACADAs were submitted to RESET repair and return

* NRTS- ICAMs were submitted to RESET repair and return

* NRTS-M 17S were coded out and replacements issued

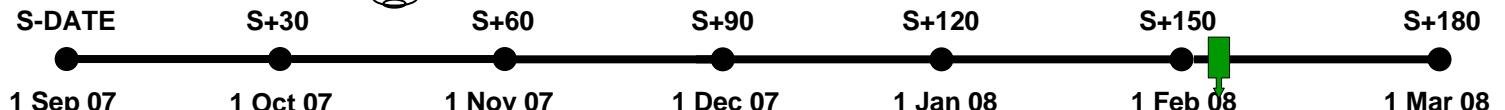


87% thru RESET
timeline

X
3/10 IBCT



ESTIMATED MRE: 1 May 08



		Field Level Reset					Sustainment		
Equip Type	QTY to be Reset	UNIT		AMC		Schedule Field Complete %	Turn-in for Sustainment		Army Replenishment
		Req	Comp	Req	Comp		ARI Req	Actual	
WHEELS	56	0	0	52	49	94%	4	1	1
TRLRS	57	1	0	47	28	58%	9	7	Per ARPL
MHE	16	0	0	3	3	100%	13	9	6
WPNS	9236	4741	4352	4495	4491	96%	0	0	N/A
NVDs	4448	1516	1331	2932	2932	96%	0	0	N/A
COMMEL	6439	3337	3141	2542	2498	96%	560	575	490
NBC	4163	459	254	3679	3584	93%	25	2	2
GEN	79	0	0	5	5	100%	74	48	5
GSE	61	50	44	5	3	85%	6	12	3
UAS	13	12	0	1	1	8%	0	0	N/A
MSL	52	0	0	0	0	N/A	52	52	52
TOTALS	24620	10116	9122	13761	13594	95%	743	706	559

GREEN	LT GREEN	AMBER	RED
On track to meet EDD2/S+180	Behind schedule but will meet EDD2/S+180	Will not meet EDD2 OR S+180	Not completed by EDD2 +30 OR S+210



★ Focused on the
WARFIGHTER

Logistician of the Future

Supply versus Demand

- **Why invest?**
 - Both Corporately and Individually

	Internal	External
Corporate	<ul style="list-style-type: none">• Increase Capability & Lower Costs<ul style="list-style-type: none">– Increase ROI– More competitive	<ul style="list-style-type: none">• New business opportunities• Improved collaboration
Individual	<ul style="list-style-type: none">• Improve career opportunities & compensation	<ul style="list-style-type: none">• Stay competitive in labor market• Increased opportunities

- **Industry Demands:** Professional, well educated logisticians who are “knowledge” managers, well versed in information technology, command and control, decision support, finance and engineering principles



March 10 - 13, 2008

24th ANNUAL NATIONAL
LOGISTICS
CONFERENCE & EXHIBITION
WWW.NDIA.ORG/MEETINGS/8730

Logistician of the Future

Current Education, Training & Accreditation

Accreditation:

- No current industry standards or standard body**

Education:

- Very narrowly focused, typically traditional SCM centric**

Training:

- Primarily driven by internal corporate demands**
- Transactional focus around significant investments i.e. ERP's**

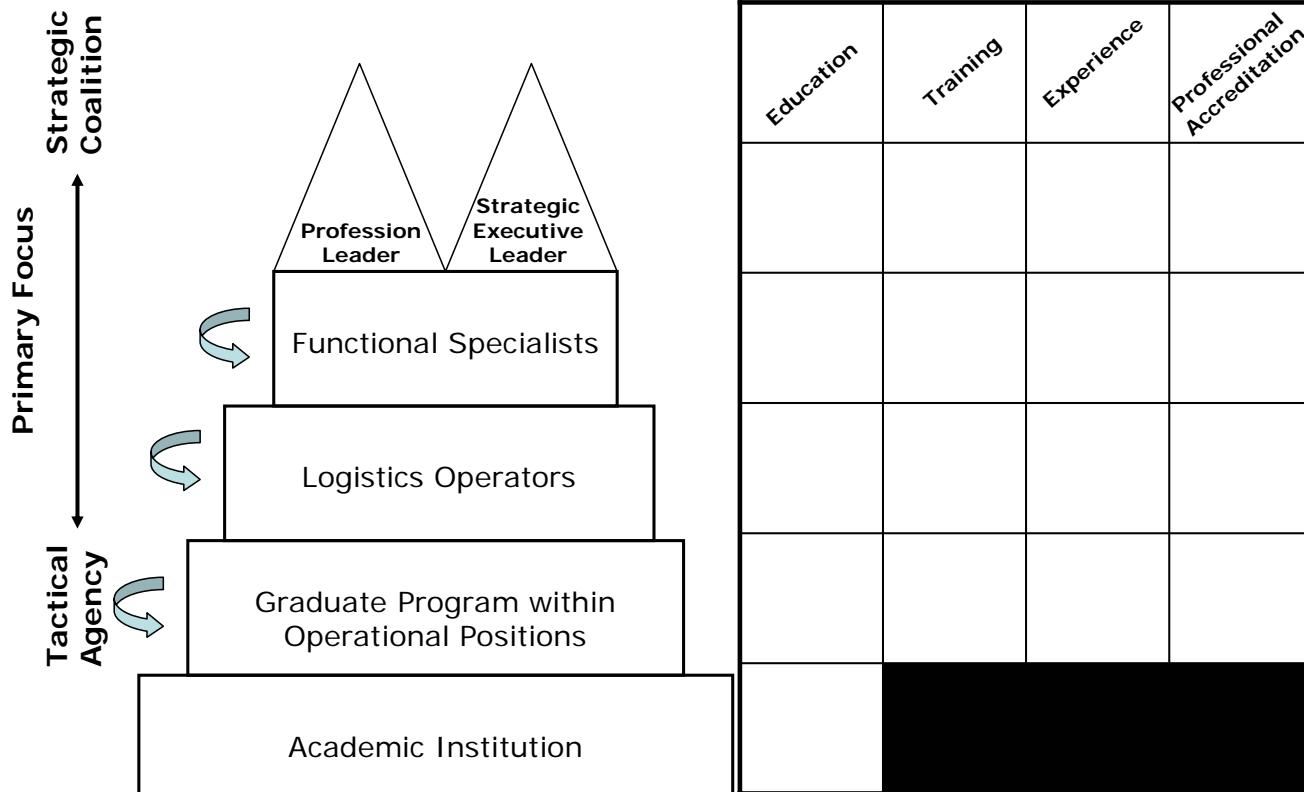


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Logistician of the Future

Professional Career Path



March 10 - 13, 2008

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The Industrial College of the Armed Forces



Educating Future Logisticians

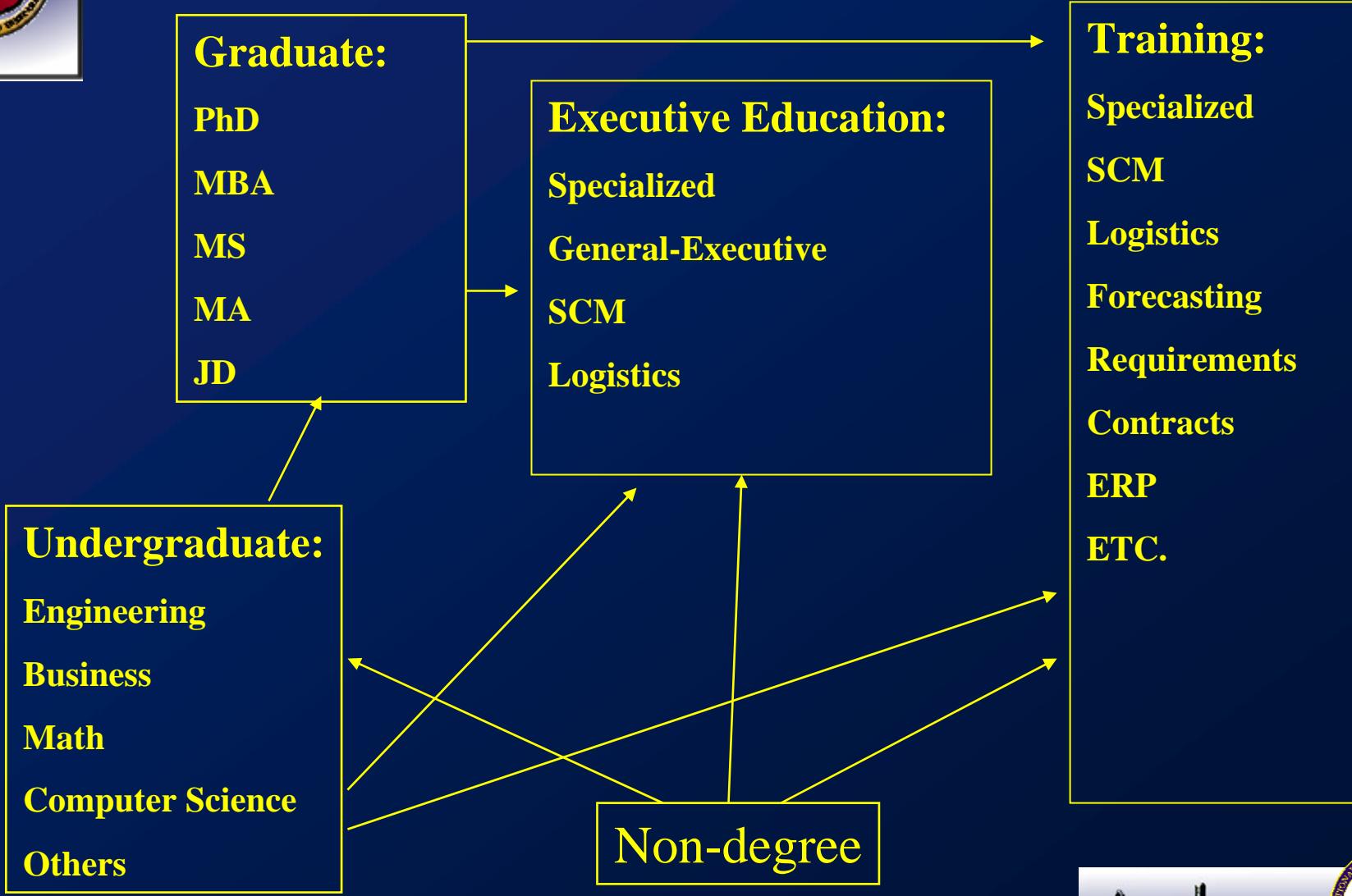


Logistics Definitions

- CSCMP
- Ballou, Glaskowsky, Lambert, etc
- DOD
 - The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations that deal with:
 - a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel;
 - b. movement, evacuation, and hospitalization of personnel;
 - c. acquisition or construction, maintenance, operation, and disposition of facilities; and
 - d. acquisition or furnishing of services.



Education and Training

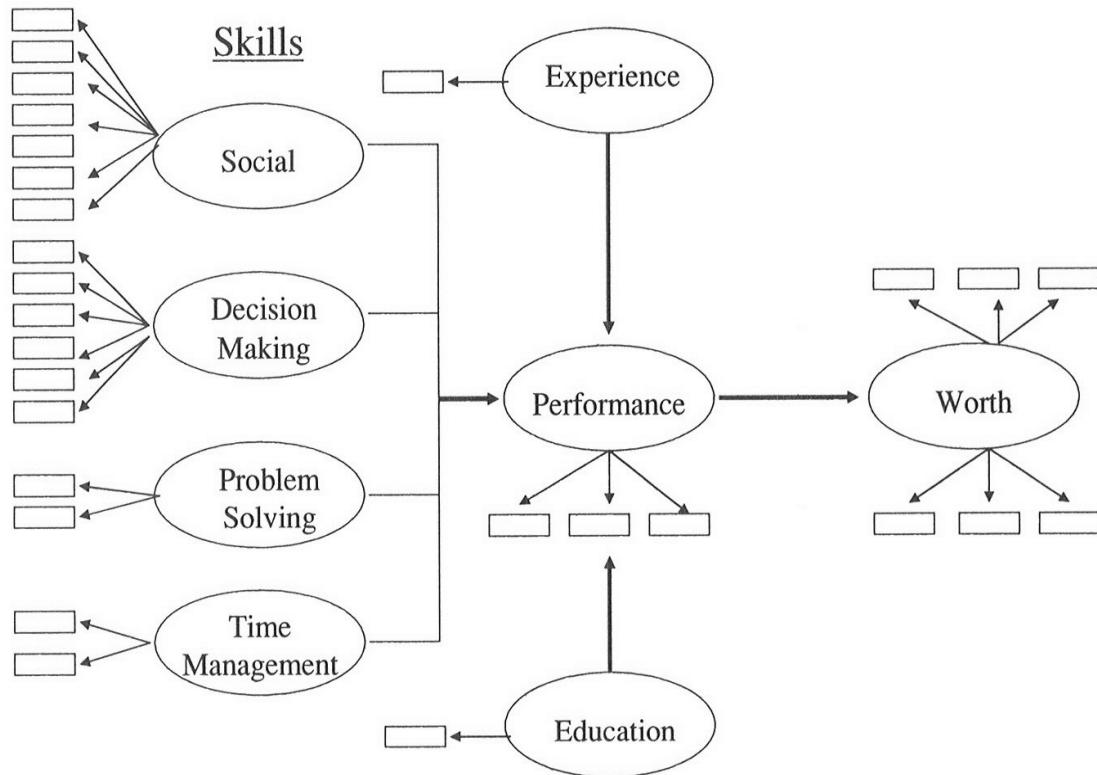




People Needs—Our Needs

FIGURE 1

HUMAN CAPITAL IN LOGISTICS



Future Needs

(from the J-4)

Logistics expert

OK with uncertainty

Mature global perspective

Decisions with minimal info





The Industrial College of the Armed Forces



Educating Future Logisticians

As of 20 Nov 2007

MNF-I Resources & Sustainment Joint Operational Logistics Assessment



Brigadier General Steve Anderson
Director, G43 – Ops and Log Readiness
DA Staff, Pentagon
Formerly Director, Resources & Sustainment
Multi-National Forces – Iraq (Aug 06 – Nov 07)





Joint Log Operationalization Scorecard

- DAFL for Combatant Cdr (MNF-I CG)
- Theater-wide COP and visibility of assets/stocks
- Supply Chain visibility management
- Distribution Chain visibility and management
- Joint staffs above tactical level
- Joint/Coalition logistics contingency planning
- Joint/Coalition logistics deliberate planning
- Joint contract management
- DLA Customer Support Teams
- CDDOC & TRANSCOM assistance
- National Building thru Joint Log
- Support to Coalition Partners

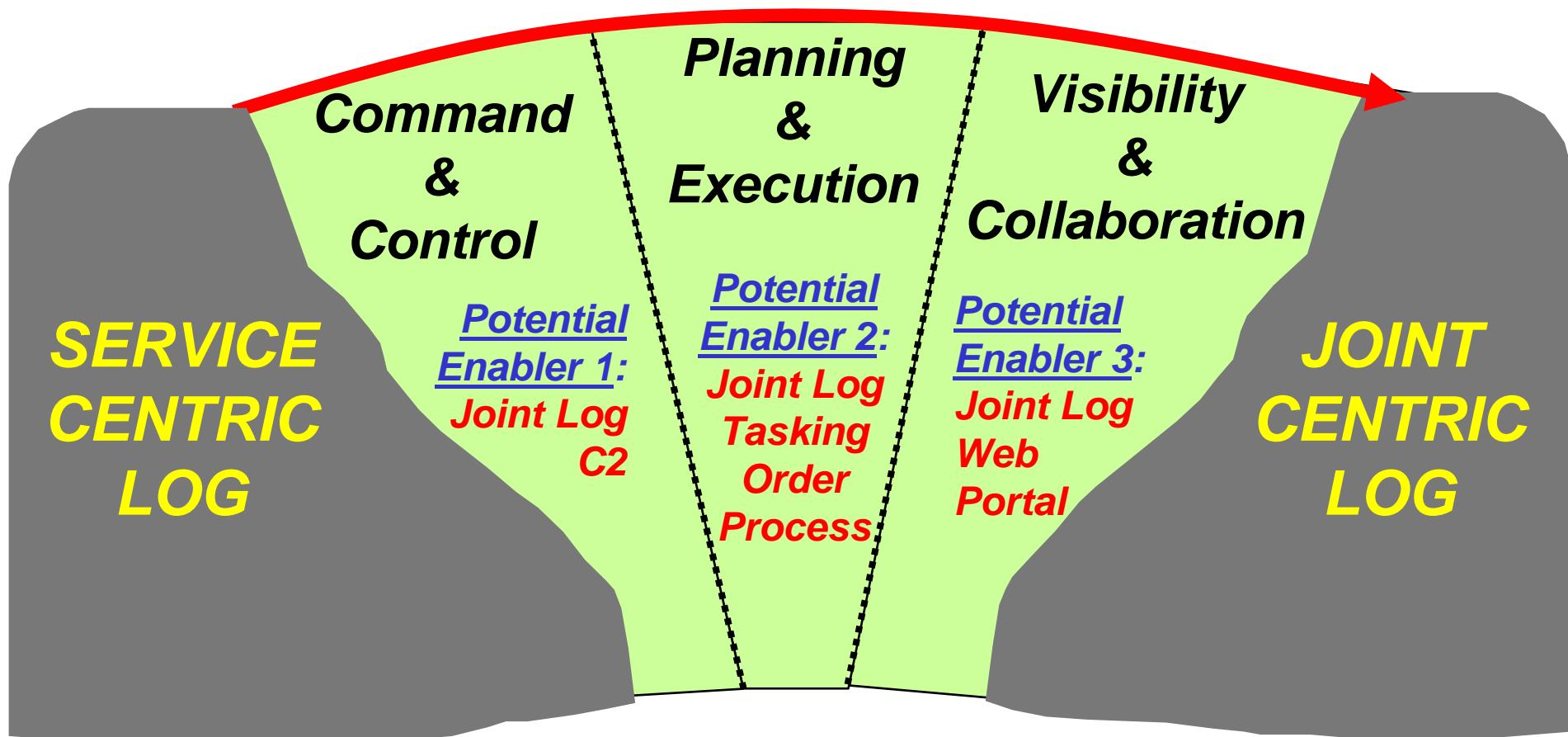
Scorecard Legend

- Excellent; highly effective
- Good; mostly effective
- Marginal; occasionally ineffective
- Poor; usually ineffective

Overall Assessment: Logistics support to warfighters is outstanding at tactical level – but at incredible expense; we are highly effective, but not very efficient...
Better Joint operational processes can enhance warfighting AND reduce costs



Potential Joint Log Enablers



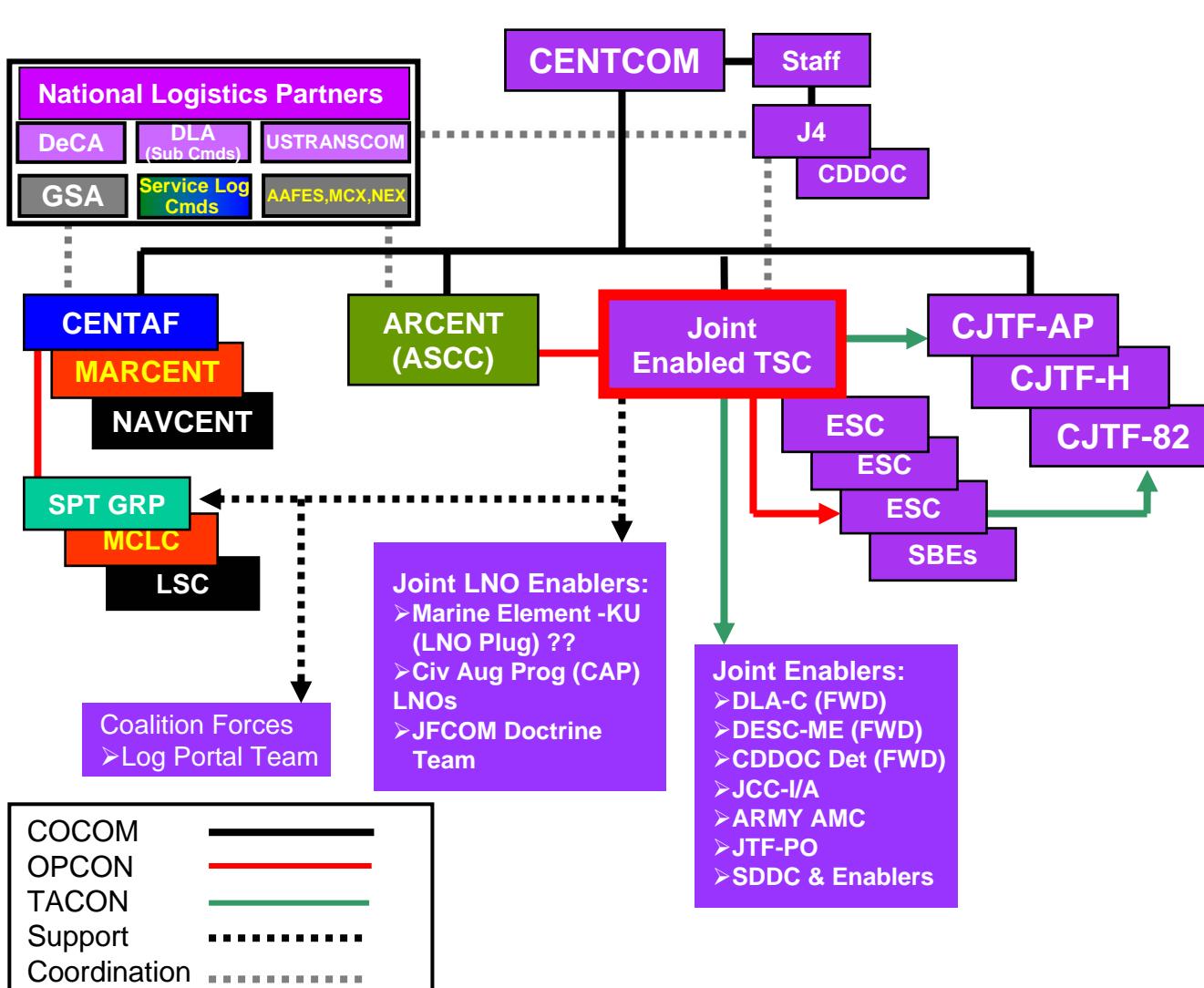
Joint logistics community must continue to support USFK and

CENTCOM/MNF-I efforts – in concert with National Partners -- to develop:

Joint Log C2, **Joint Log Tasking Order Process**, **Joint Log Web Portal**



#1 - Log C2: CENTCOM Notional JLC



Way Ahead

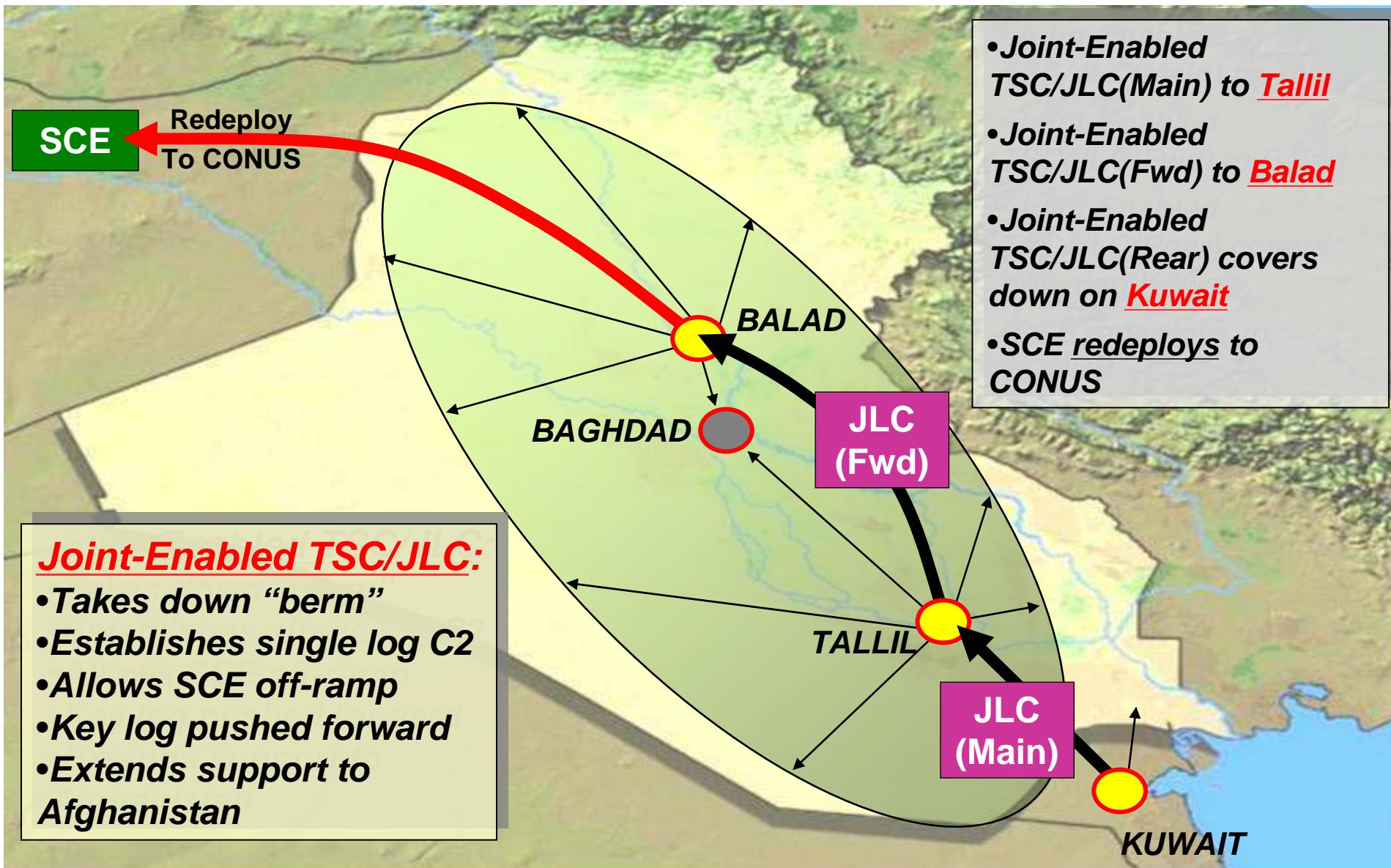
- FY08 - JFCOM begins TTP & Log Portal Development
- End FY09 - Single Army C2, TSC Enduring Forward
- Jan 09 - TSC Enabled IOC
- At 10+0+1 - Begin TSC Joint Enabler Integration
- At 7+0+1 - JFCOM completes TTP & Log Portal development
- AT 4+1+1 - Enabled TSC FOC

Assumptions

- CDR CENTCOM eliminates C2 Berm
- CDR CENTCOM establishes CJTF-AP
- CDR CENTCOM chops HOA to AFRICOM by 4+1+1
- CDR CENTCOM obtains buy in from all Supporting COCOMs, Service Components and DoD Support Agencies
- "Enabled TSC" C2/Unity of Effort TTPs, Metrics, and Log Portal are fully developed

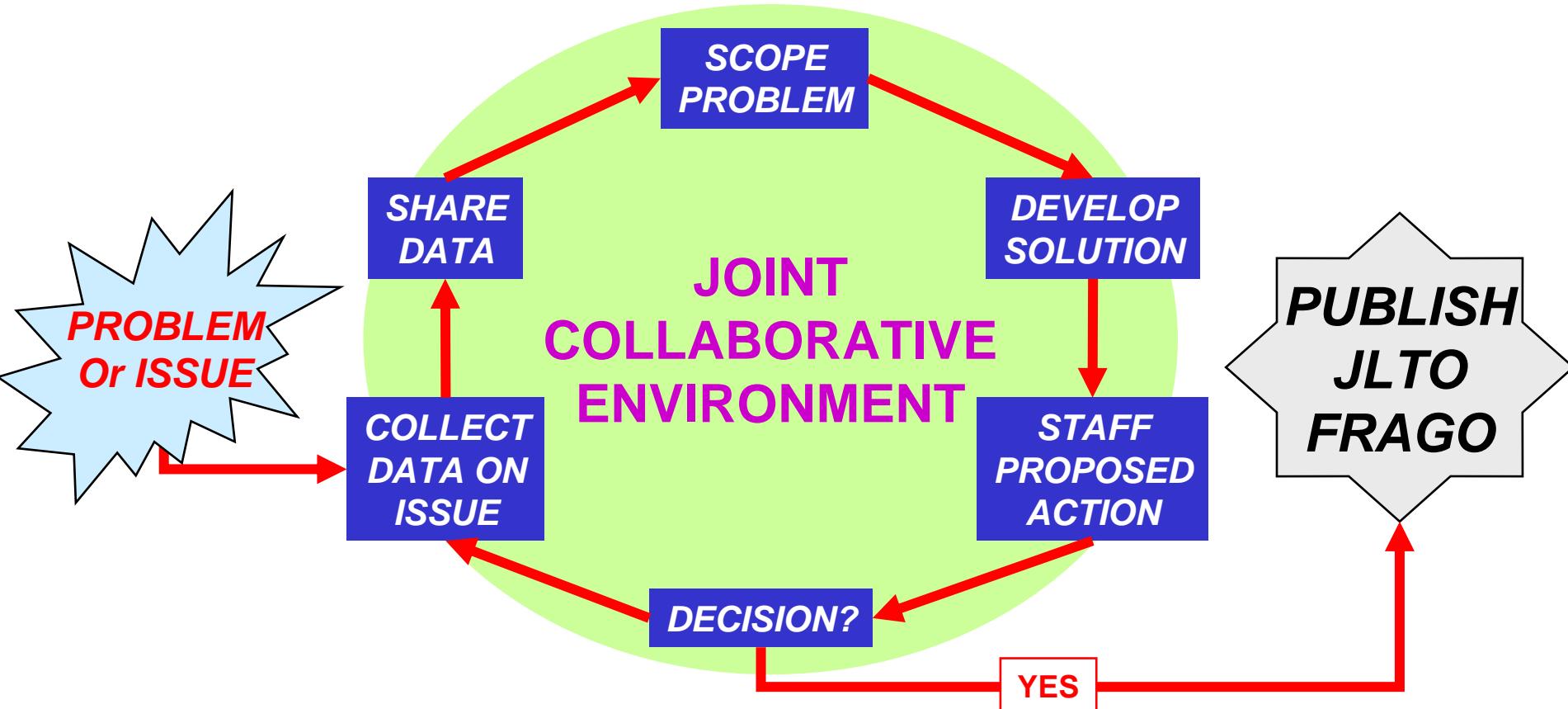


#1 - Log C2: Taking down “The Berm”





#2: Joint Log Tasking Order (JLTO) in Korea



JLTO: Cut decision cycle thru collaborative log action FRAGO

USFK has developed & validated an effective and responsive JLTO process that improved and expedited decision making



#3: Joint Log Portal in Korea

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Back Forward Stop Search Favorites Address http://fscc.19tsc.korea.smil.mil/Document%20Library/conf.aspx Go Links

United States Forces Korea
Joint Forces Support Component Command (JFSCC)

Home CMD ORG FUSION C4I BASOP PDDOC-K PLANS INT SUSTAIN DLA-P K SERV-LND LOG-CROP Ask-JFSCC Sites

conf

Command Conference Schedule

NAME: JFSCC Training Time: 0800-1700
Location CP19 Main Speaker: (Ret)BG Mattox

(Current) Commanders BUB

Type Name Modified By
03.03.06

Add new document

Historical Commanders BUB

Type Name Modified By
There are no items to show in this view of the "Historical Commanders BUB" document library. To create a new item, click "Add new document" below.

Add new document

Command media

PDE Cycle

Type Name Modified By
There are no items to show in this view of the "PDE Cycle" document library. To create a new item, click "Add new document" below.

Add new document

Tandberg\Netmeeting Directory

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Add new document

Historical Conferences

Historical Command Media

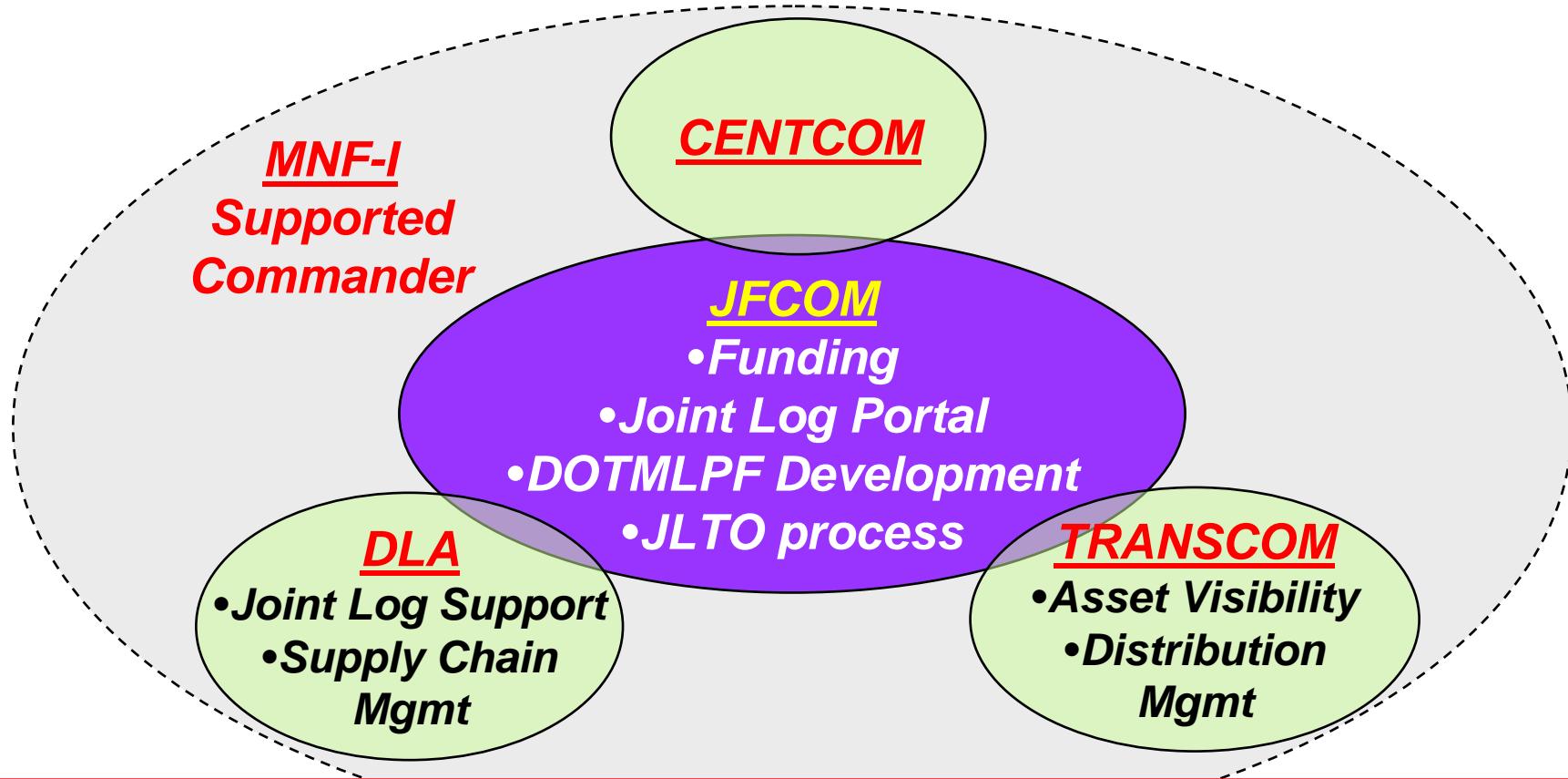
USFK has developed & validated a Joint Log Portal in '06; JFCOM and CENTCOM standing up GCSS-J based portal ISO CENTCOM AOR – to be demo'ed in Kuwait NLT EOM March 08

Start Web Page 12:02 AM

USFK Joint Log Portal Screen Shot



Way Ahead



Must continue to support CENTCOM/MNF-I and National Partners ongoing efforts to enhance warfighting thru improved Joint Logistics capabilities and processes



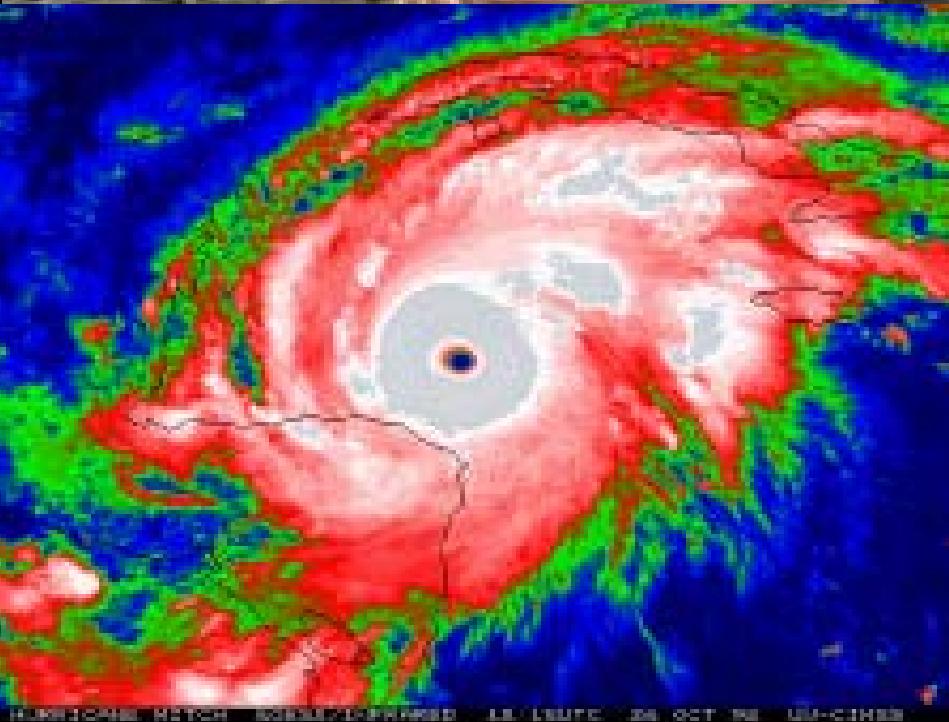








Ideas





FOUNDED IN 1958

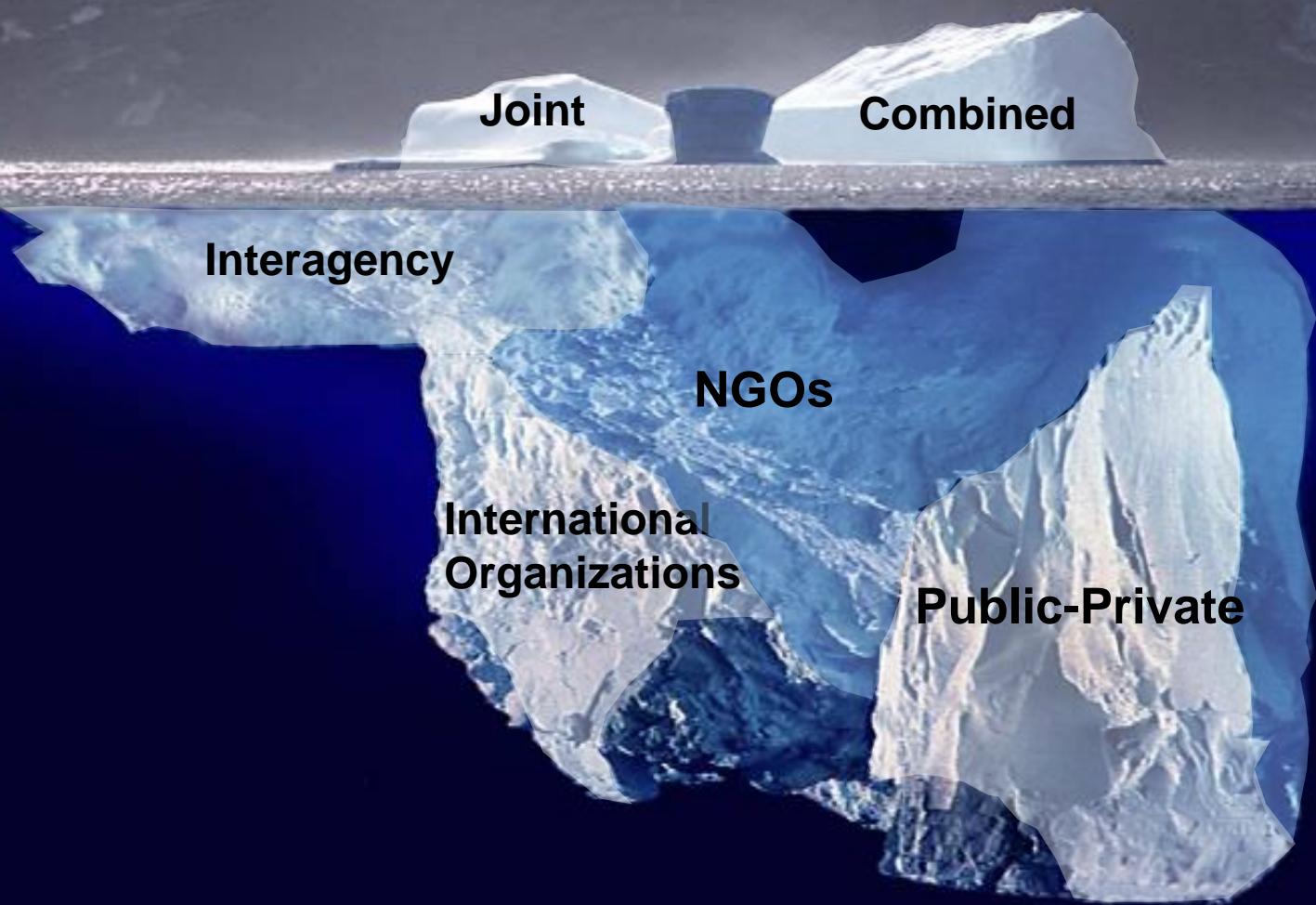


Changing Lives One Smile at a Time













“Synchronizing Global Logistics: Partners, Performance, and People.”

Haifa; A Study in People, Partners
and their Performance

Presented by
Major General Mike Sumrall



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17. 7. 2006

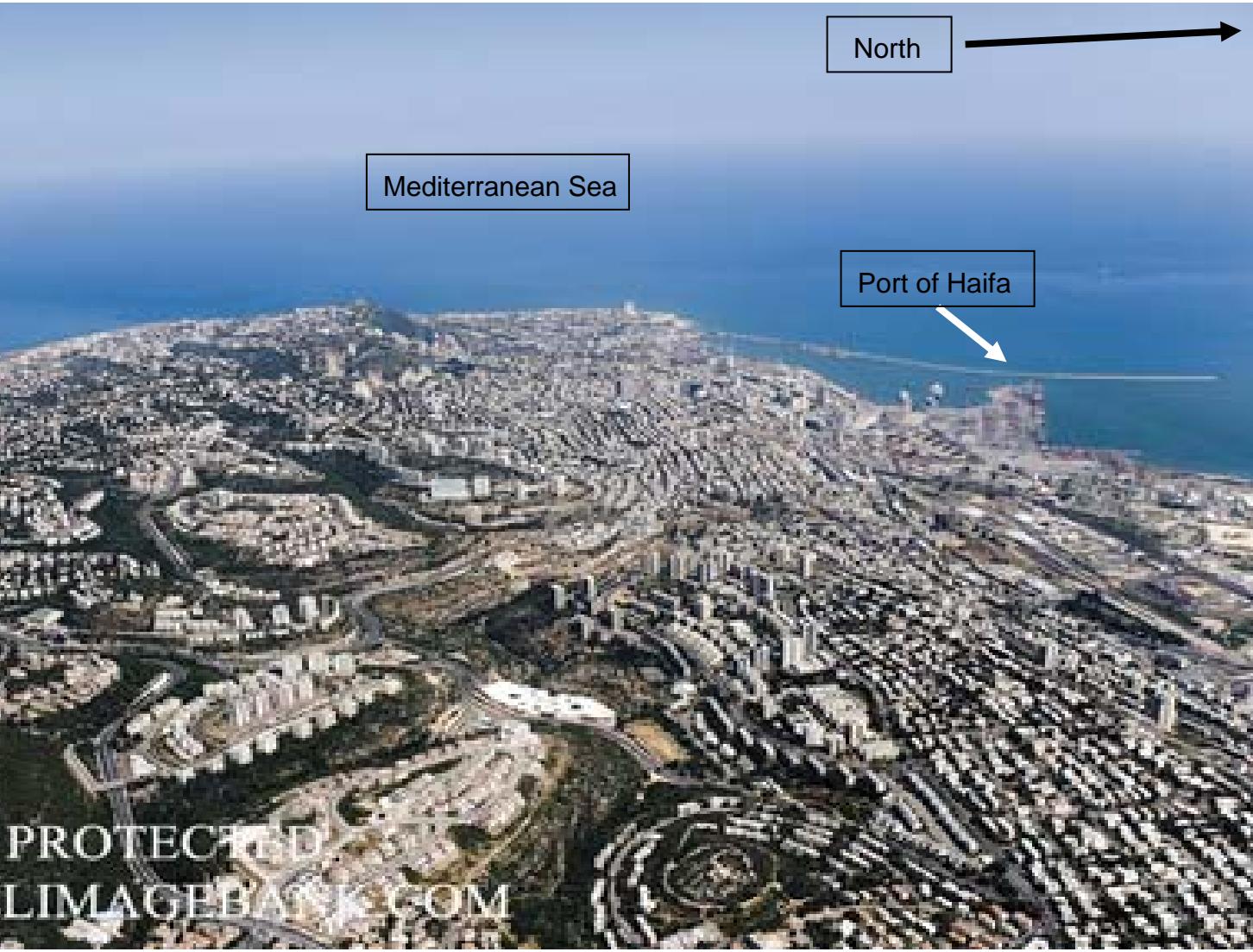


Agenda



- **Scene Setter**
- **People and Leadership - The Attacks Begin**
- **Partners - Local Authorities/First Responders**
- **Performance – A Community Coming Together**
- **Lessons Learned**

Arial View of Haifa





Haifa, Israel



- Third largest city in Israel
- Population 267K
- Major tourist destination
- Two international universities
- Major Industrial area and oil refinery



Port of Haifa



Port of Haifa



The Attacks Begin – July 2006



Leadership; Strength and Character



- During the first days of the war, Haifa sustained most of the rocket attacks, making the strategic threat real, and completely paralyzing daily life & ensuring the support of basic needs.
- Transportation systems paralyzed
- Grocery stores, public institutions, educational systems, clinics, pharmacies, etc. were shut down.

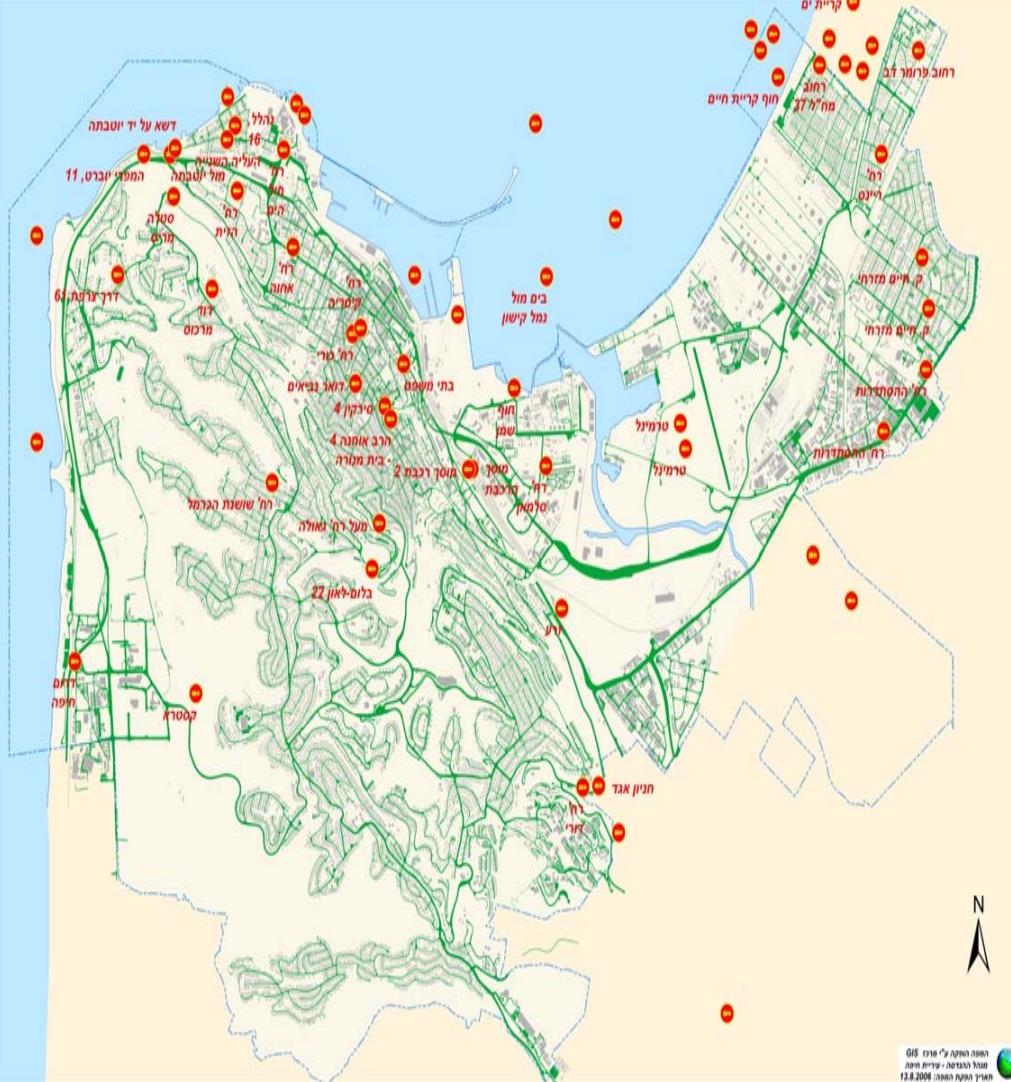


Haifa Mayor
Yona Yahav

The Damage Done – July-August 2006



Leadership; Strength and Character



- 2,700 missiles hit the North of Israel from the outset of the war; 34 of them fell on Haifa
- Twenty-two direct hits were recorded
- 1,182 residential buildings and 404 cars were hit
- Ten people were killed and 61 injured
- Thirty percent of Haifa's inhabitants became refugees in their own country (15,000 of which were children)
- Business and public services were shut down
- Tourism collapsed entirely



The Tools of War

Local Government; Strength of Leadership and Character





Urban Destruction

Local Government; Strength of Leadership and Character





Local Government Reacts

Local Government; Strength of Leadership and Character



- Mayor takes control
- Local response, direction, and coordination
- Call center directs the local logistics response
- Local/first responders take the lead
- Federal assistance not required



A Community Comes Together



Community; Strength of Leadership and Character



- Shelters
- Community accountability
- Digging out
- Municipal Records – Water Bills
- A return to normalcy



A Community Comes Together



Aftermath



Lesson's Learned



- Leadership – People
- Local Authorities - Partners
- Communities – Performance
- Disaster Response Logistics
- Ingenuity – use what you have



National Guard Operations

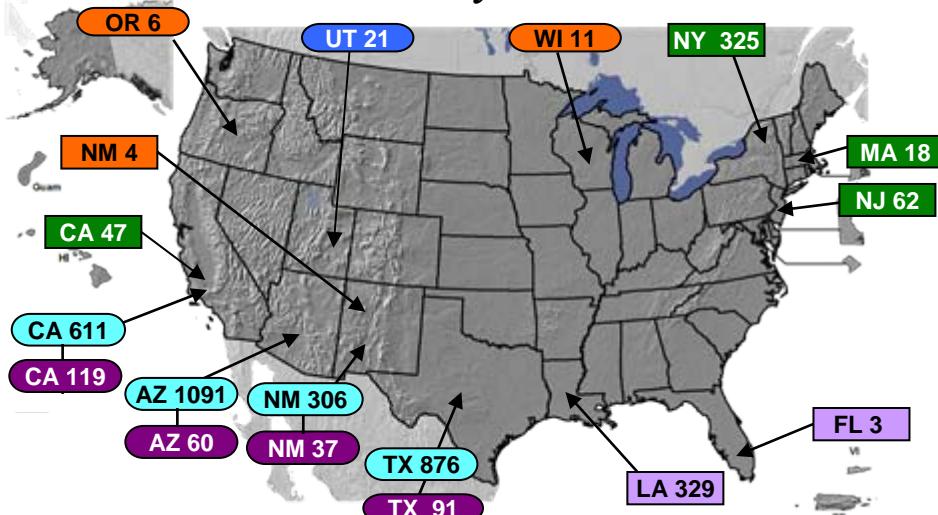


Domestic Operations

CONUS MISSIONS	ARNG	ANG	TOTAL
DOMESTIC OPS (SAD)	719	69	788
OPERATION JUMP START (T-32)	2,334	550	2,884
COUNTER DRUG (T-32)	1,987	657	2,644
*AIR SOVEREIGNTY (T-32)	0	1,522	1,522
(T-32) MISSIONS	33	5	38
TOTALS	5,073	2,803	7,876

* ANG ASA & AIR DEFENSE PERSONNEL

State Active Duty / T-32 Breakdown

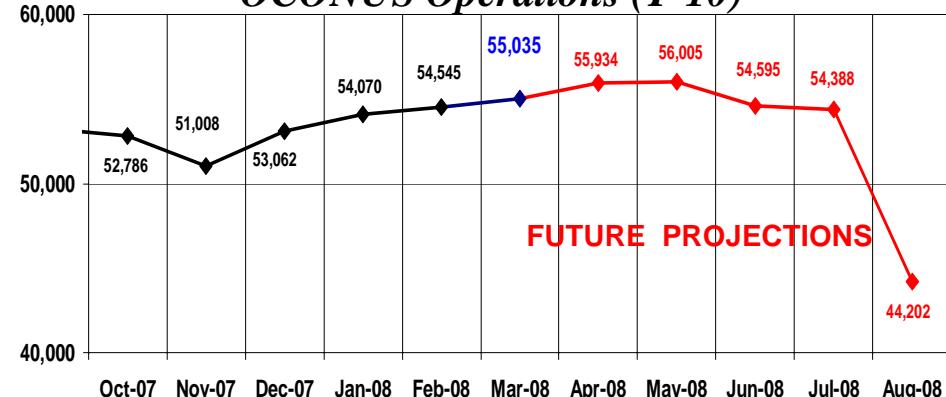


MAP ROLL-UP TOTALS

US 3,229 - T-32

US 788 - SAD

OCONUS Operations (T-10)



Mission Breakdown

STATES	#	MISSION	DATES
AZ, CA, NM, TX	2,884	OPERATION JUMP START	1 JUN 06 - 15 JUL 08
54 States/ Territories	2,337	COUNTER DRUG	ONGOING
20 States	1,522	AIR SOVEREIGNTY	SEP 01 - TBD
LA	329	NOPD SPT - CHECKPOINTS & PATROLS	20 JUN 06 - TBD
NY	325	INFRASTRUCTURE PROTECTION	01 JAN 05 - TBD
SWB	307	COUNTER NARCOTICS SPT (CBP)	15 MAY 06 - TBD
NJ	62	INFRASTRUCTURE PROTECTION	03 JAN 06 - TBD
CA	47	INFRASTRUCTURE PROTECTION	01 OCT 06 - TBD
UT	21	CST RESPONSE	02 MAR 08 - TBD
MA	18	INFRASTRUCTURE PROTECTION	02 JAN 05 - TBD
WI	11	SEARCH AND RESCUE	01 MAR 08 - TBD
OR	6	SEARCH AND RESCUE	02 MAR 08 - TBD
NM	4	POTABLE WATER DISTRIBUTION	28 JUN 05 - TBD
FL	3	SEAPORT INSPECTION PROGRAM	01 JUL 06 - TBD

LEGEND	
Crisis Response	Key Asset Protect
POTUS/VPOTUS	Law Enforcement Spt
Counter Drug	Hurricane Support
CST Response	Border Security

Community Based Response





“Synchronizing Global Logistics: Partners, Performance, and People.”

Haifa; A Study in People, Partners
and their Performance

Presented by
Major General Mike Sumrall



Logistics Sustainment Reset -- Are We Meeting The Challenge?

**NDIA Conference
12 March 2008**

Presented by
RADM Alan S. Thompson, SC, USN
Commander, Naval Supply Systems Command



Agenda

- **Prosecuting the Global War on Terror**
- **Build the Future Force**
 - Ship Program
 - Aviation Program
- **Maintain our Warfighting Readiness**
- **Develop and Support our Sailors and Civilians**
 - Transforming the Workforce and their Processes
- **Preparing for the Future ... Executing the Maritime Strategy**



Prosecuting the Global War on Terror

- **We are a Nation at War**
 - 30% of our ships and 42,000+ Sailors are deployed
 - 20,000+ Reservists on Active Duty
 - More than 41,000+ Naval Reservists have been mobilized and deployed in support of GWOT
 - In the CENTCOM AOR
 - 14,000 Sailors ashore
 - 17,000 Sailors at Sea
- **Our OPTEMPO is high**
- **We need...and are committed to Navy reset**
 - More than \$5B allocated in FY07 / 08



Build the Future Force

- **Build the Future Force**
 - Ship Program
 - CVN 21
 - DDG 1000
 - Littoral Combat Ship (LCS)
 - Aviation Program
 - Reduce the average age of the inventory
 - Field new Type/Model/Series
 - Lightning II Joint Strike Fighter (F-35)
 - Osprey (V-22)
 - Upgrade avionics



Maintain our Warfighting Readiness

- **Maintain our Warfighting Readiness**
 - **Expeditionary and Deployable Forces**
 - **Carrier Strike Groups**
 - **Expeditionary Strike Groups**
 - **Navy Expeditionary Combat Command**
 - **Fleet Response Plan**
 - **Aggressive ship / aircraft build plan**
 - **Focus on Depot Maintenance**
 - **Managing OPTEMPO and Reserve Force rotation cycles**



Develop and Support our Sailors and Civilians

- **Transforming the Workforce and Processes**
- **Total Force Concept**
 - Military
 - DoN Civilian
 - Contractors
- **NSPS**
- **Joint skills to operate in a joint world**
- **Building Distance Support applications**



Preparing for the Future

- Committed to COCOM support
 - GWOT
 - Joint Exercises
 - Theater Security Cooperation and Assistance
- Engaged in non-military operations
 - Humanitarian Assistance
 - Disaster Relief
- Developing new business processes
 - Navy Enterprise Framework
 - Leveraging value streams to deliver Warfighter readiness
 - People...Money...Material
 - Enterprise Resource Planning
 - Integrated business tools
- Executing the Maritime Strategy

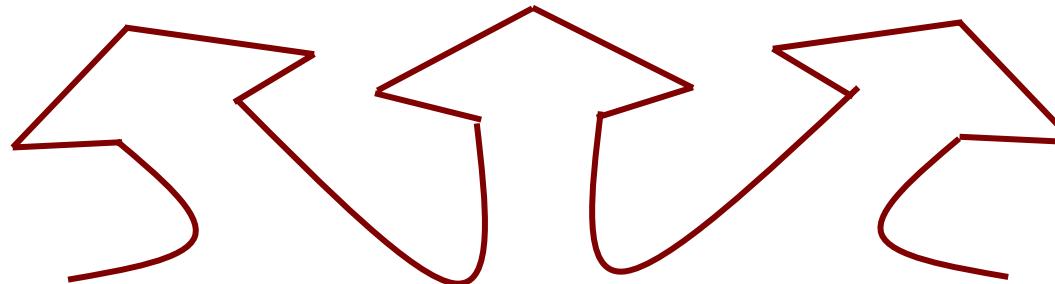


NAVSUP's Alignment to CNO's Priorities

Build the Future Force

Maintain Warfighting Readiness

Develop and Support our Sailors and Civilians



Enterprise Alignment

Global Logistics Support

Navy ERP & Logistics Systems

Our People

Sailor & Family Support

NAVSUP Strategic Focus Areas



USTRANSCOM



*Integrated Data Environment / Global Transportation Network
Convergence (IGC)*

24th Annual National Logistics Conference and Exhibition

12 MAR 2008



Vision / Expected Outcomes

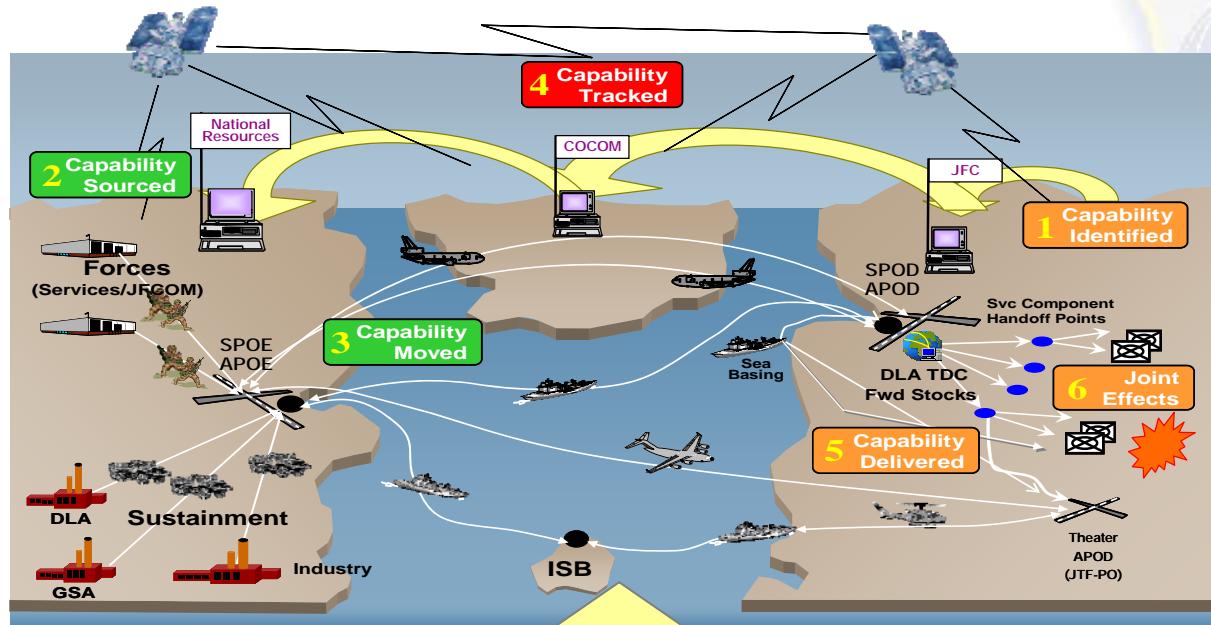
Vision: Provide common integrated data and application services enabling cohesive distribution solutions for the DoD

Enables:

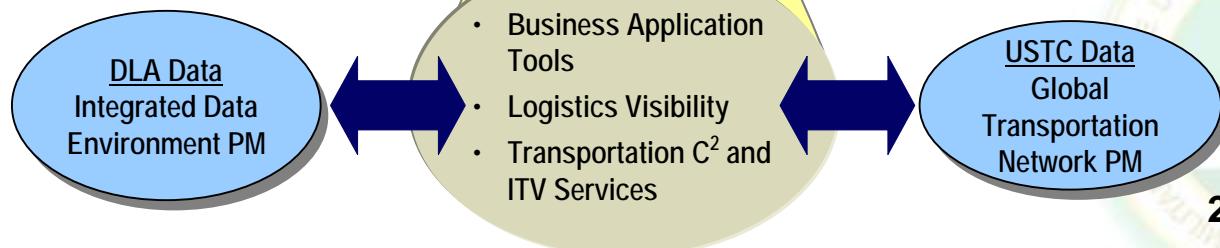
- Common logistics picture
- Distribution visibility
- Material asset & in-transit visibility

Benefits:

- Enhanced delivery of forces & sustainment
- Improved situational understanding
- Near real-time Enterprise Access to logistics and transportation data
- Improved trust and confidence



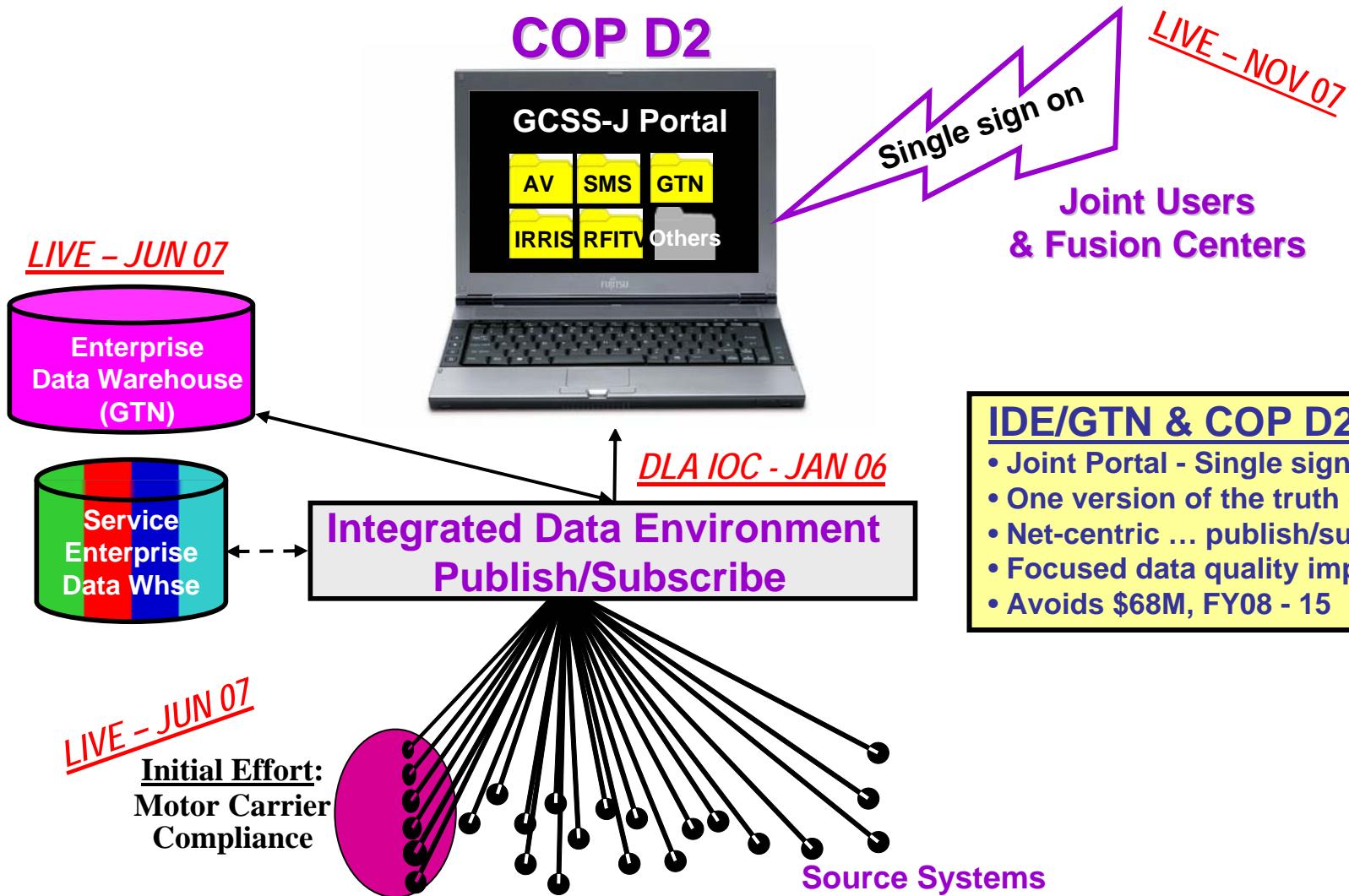
IDE / GTN Convergence Unity Of Effort





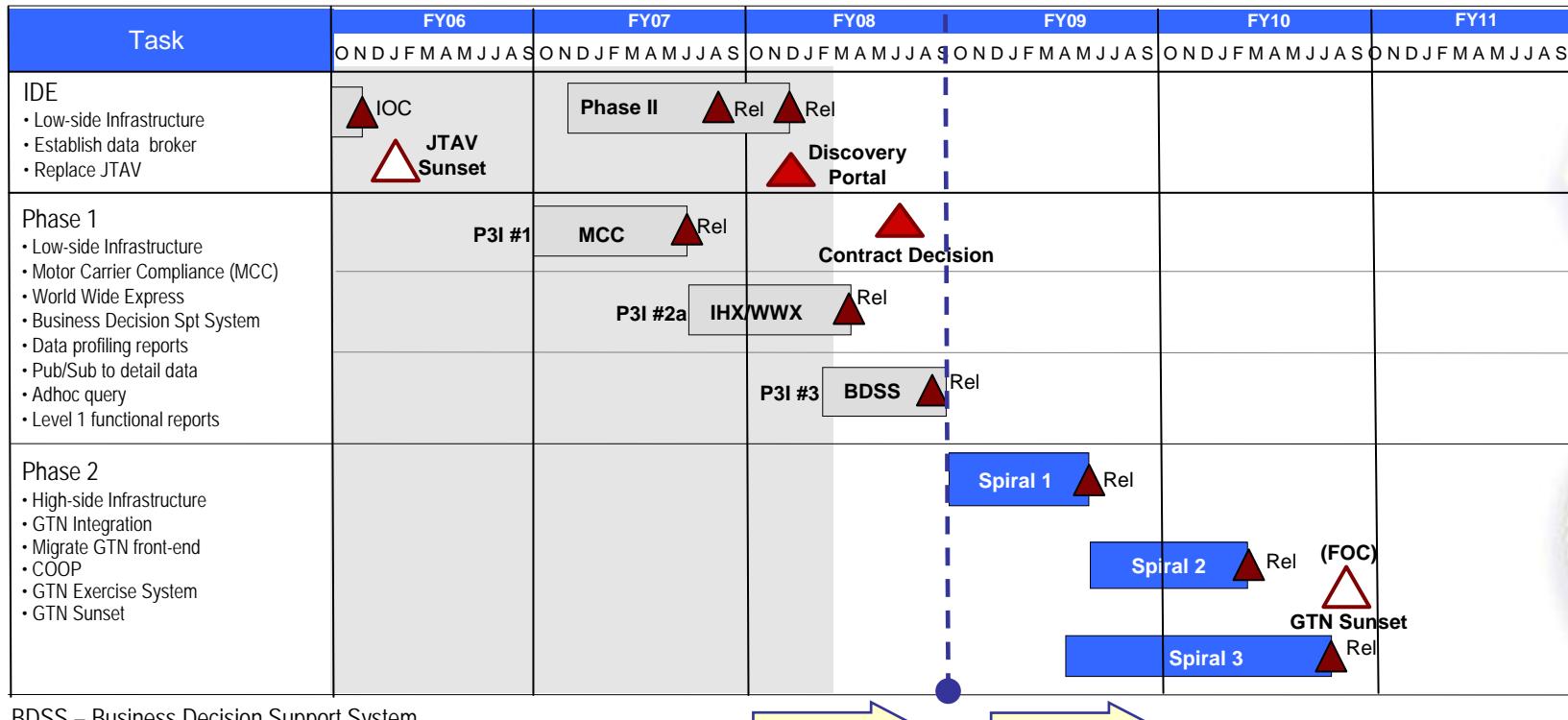
IGC Capability ...

Enabling COP Distribution and Deployment (D2)





IGC Program Schedule



Near Term Milestones:

- APR 08: World Wide Express (WWX)
- 3rd QTR FY08: New Contract
- 4th QTR FY08: BDSS Migration
- 1st QTR FY09: Begin IGC Spiral 1



Summary

- Strong collaboration between DLA and TRANSCOM continues; leadership remains committed, engaged and accessible
- DISA is a 3rd partner; nothing works w/o them.
- Leverages existing investment; integrates the components from individual programs of record into a comprehensive capability
- Incremental, evolutionary capability fieldings are working

United States Southern Command

Joint Operational Logistics



*Col Edmund Woolfolk
13 March 2008*



Overview

- Mission
- Creative Partnering
- Reorganization
- Organization Structure
- Initiatives





Mission

Conduct military operations and promote security cooperation to achieve U.S. strategic objectives



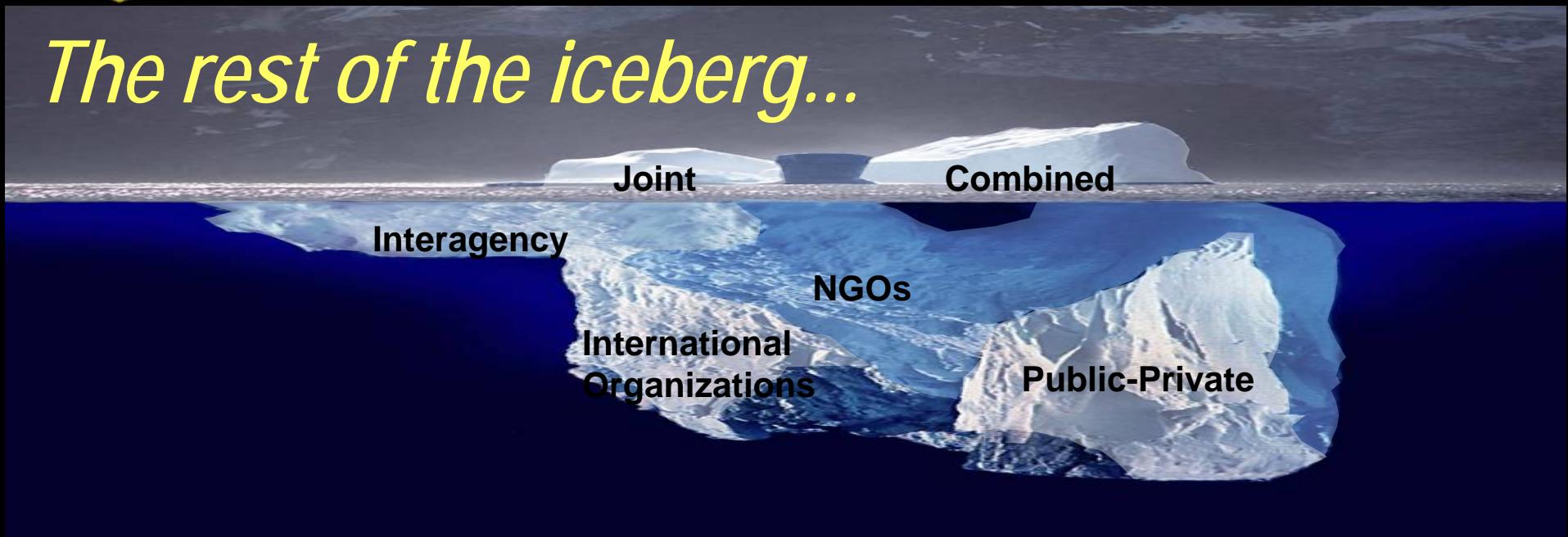
Strategy 2016 Goals

- Hemisphere:
 - Ensure security
 - Enhance stability
 - Enable prosperity
- Southern Command
 - Transform the enterprise



Partnering Vision

The rest of the iceberg...



Comfort

- 99K patients treated
- 1K surgeries performed
- 32K patients immunized
- 133K pharmaceuticals dispensed
- 29K students trained



Hurricanes (3)

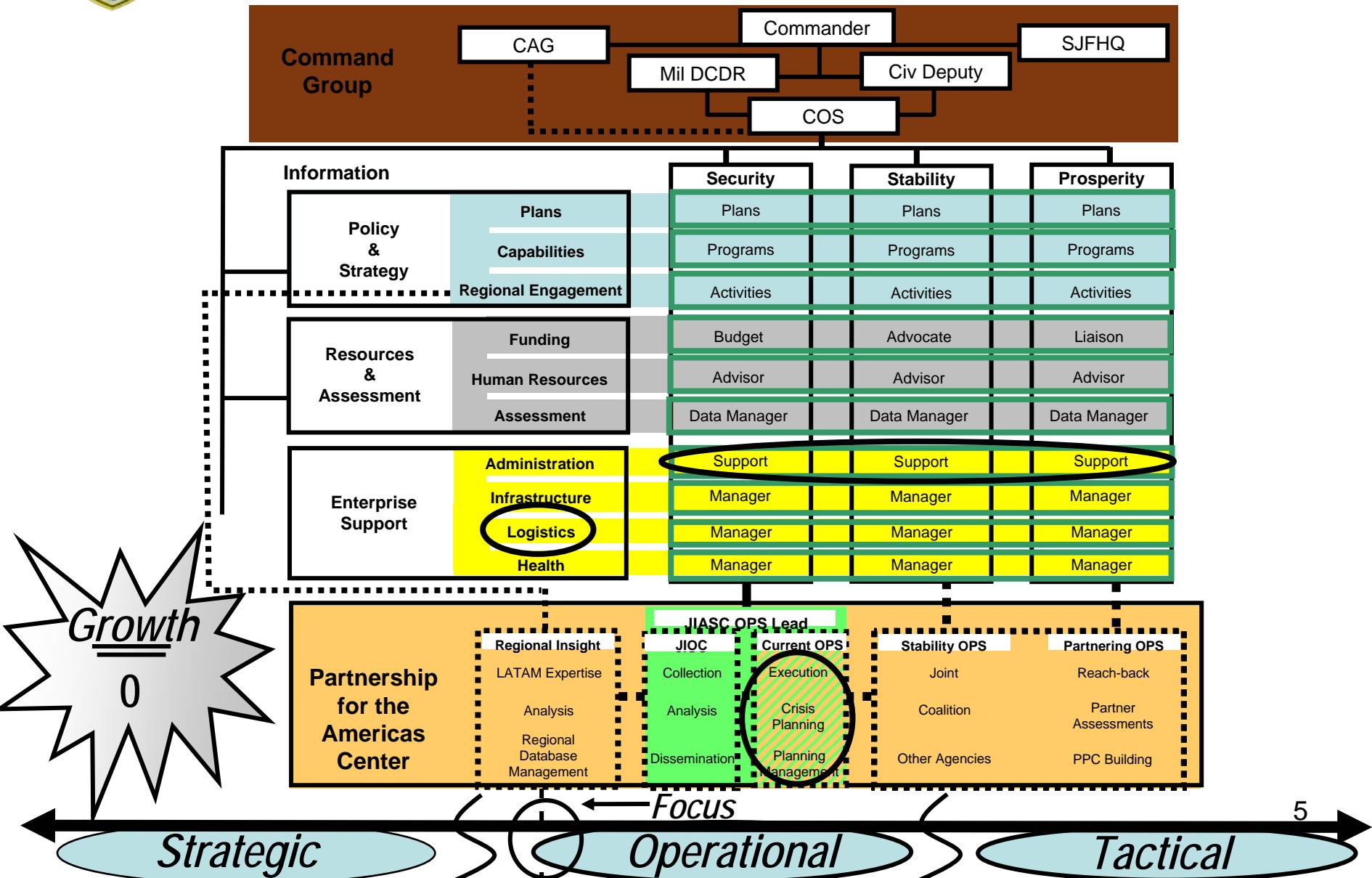
Volcano (2)

Flooding (3)





Reorganization



Engagement
Exercises
Operations

Engagement
Exercises
Operations

Engagement
Exercises
Operations

Tools

Where does the COCOM Focus?

Kluges Component Work and Sub-regional Efforts Together

Nests Policies and Programs with DOD while gaining needed authorities to improve effectiveness

Measures effectiveness of Logistical Efforts and makes systemic improvements to the Regional Infrastructure

Coordinates with subordinates, partners, and higher level staffs to ensure a synchronized, multiagency, multinational, and multi-sector response

“In this hemisphere, we are in the business of ideas, not missiles. Our main battery, so to speak, is communication.” -- Admiral Jim Stavridis





Support to Smart Power Initiatives

USARSO



Caribbean Basin



AFSOUTH



NAVSO



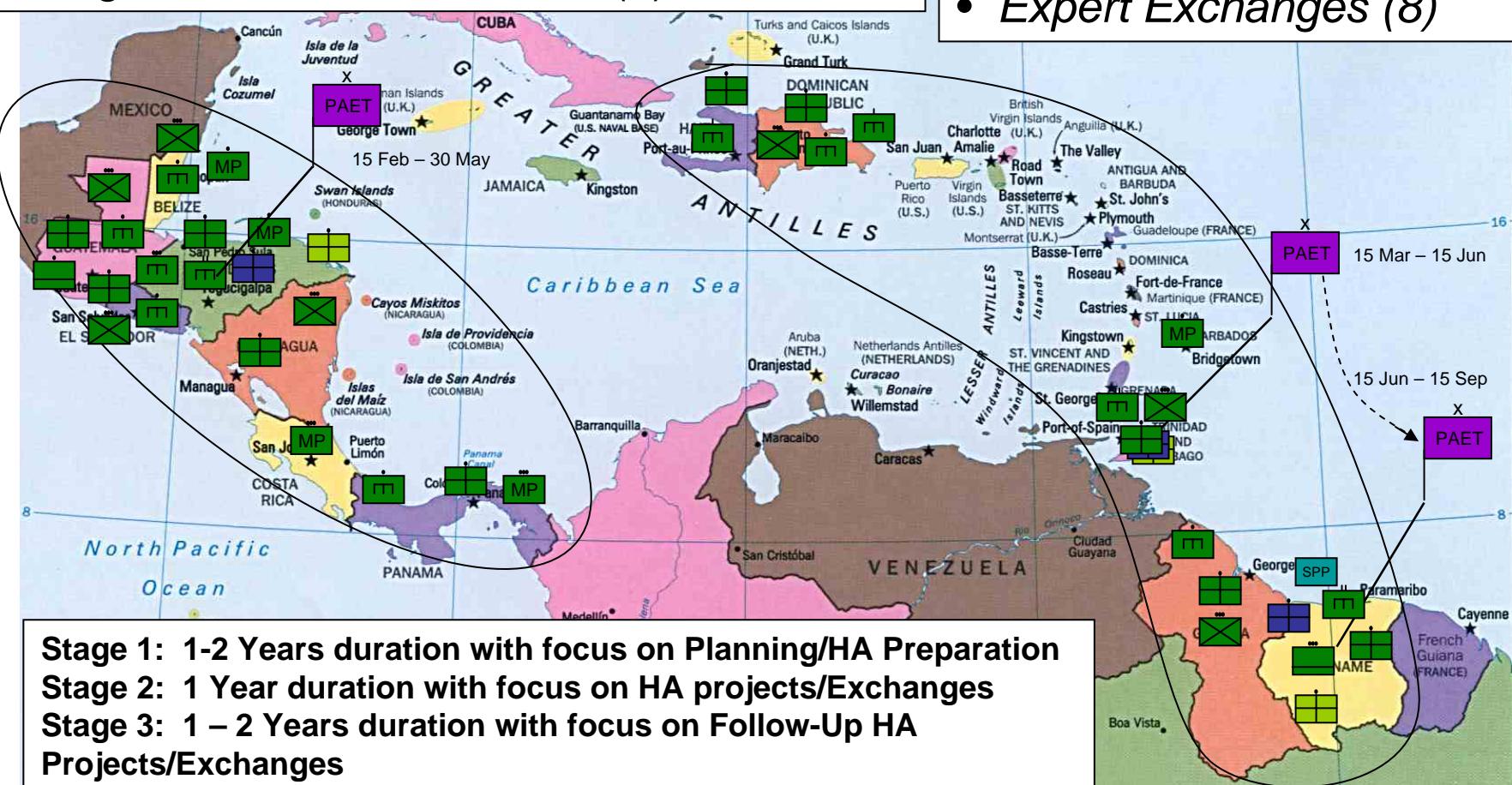
Beyond the Horizon FY08

- Stage 1 Plan & Design (4 Countries)
- Stage 2 Construction (3 Countries)
 - 19 Total Projects (10 New, 9 Refurbish)
- Stage 3 Sustain (3 Countries)
- Country Medical Exercises (9) (3 Army)
- Regional Medical Exercises (7)

- Trade Winds Support (1)
- State Partnership Support (1)

Tentative

- Unit Exchanges (12)
- Expert Exchanges (8)



**Richard R. Yuse, RTSC President
NDIA / 24th Annual National Logistics Conference & Exhibition**

March 11, 2008

Good morning, everybody.

I would like to start by saying that it is a privilege for me to be here sharing my thoughts with 500 of the nation's top logistics experts. Thank you very much for having me.

When I was asked to speak with you today, a number of topics worth addressing rushed to mind. What I ultimately decided on was the notion of partnership-driven precision logistics.

More specifically, I'd like to focus on where the Department of Defense and industry can partner to dramatically improve logistics to our warfighter. These partnerships need to apply the same focus and technology that was applied to create the precision weapons which are so successful today.

JSOW, JDAM, National and Theater Missile Defense are excellent examples of precision weapon systems. The precision — and the remarkable reliability of those weapons — has been demonstrated in the last 10 years. Why not make logistics the next frontier for precision and reliability?

The fighting force we deploy today is lighter and more agile than ever. The need for precision logistics to support that force is therefore more vital than ever. In other words, precision logistics must replace sheer numbers in terms of enabling what we at Raytheon refer to as, "NoDoubt Mission Assurance."

“NoDoubt” implies a level of commitment that the products we deliver will work — every single time. And again, we believe that precision logistics is critical to achieving the level of Mission Assurance our Warfighters need and deserve.

But reliable precision logistics doesn’t just happen by itself. In order to make it a reality, we must first forge a multitude of strong partnerships — both within industry and between industry and government. A foundation of this nature is an absolute necessity and is built upon our shared commitment to the warfighter’s mission.

So where does this lead us?

It leads to a government-industry mandate to devote the same commitment, resources, and innovation to precision logistics that historically has been devoted to the design and development of precision weapons systems.

Taking it a step further, it’s fair to say that the success of today’s fighting force will depend upon — and will be driven by — these new, sharply focused partnerships between government and industry.

The good news is that the government-industry partnership is growing... But we must not rest.

It is paramount that we build on our progress and momentum through:

- **Performance Based Logistics contracts**
- **Public-private partnerships**
- **And other similar DoD-Industry collaborated contracting vehicles.**

That’s the only way we’ll continue to advance our mission of world-class, NoDoubt precision logistics.

Precision logistics is not complicated to grasp.

It is delivering precisely what is needed, precisely where it is needed, precisely when it is needed.

It is delivering the perfect pass at the key moment in the Super Bowl. For the play to work, the pass route has to be precise. The line has to protect the quarterback. The pump fake has to freeze the safety. And the football has to be delivered at the right time to the right place.

Easy to say, hard to do... And, of course, when it doesn't work... in our business---lives, not football games, are lost.

Our warfighters must have complete and total assurance—Mission Assurance—that they will have everything they need from every element of the supporting team... exactly when they need it... with 100% reliability.

Otherwise, lives are at risk.

Looking at the continuing evolution of precision logistics, it's easy to see the sharp upward trajectory. For instance, we've made great progress in terms of enriching the logistics chain with information. On D-Day in World War II, there was a virtual information blackout regarding the location and health of assets as they were sent ashore.

By Desert Storm and the Balkan conflicts, we were beginning to experiment with embedded sensors that greatly illuminated the information chain.

Today, less than 20 years later, we're redefined the landscape again. The investments we've made into network-centric information technology will enable us to generate Total Asset Visibility.

We're able to *collect* and *connect* input from a myriad of sensors on the location, health and capability of assets in the logistics tail. We can then place that information in a user-friendly C3 pipeline where it's at the fingertips of commanders.

As an example, the latest model of the Army's workhorse Humvee has roughly 40 sensors installed. When you multiply that by the 125, 000 total Humvees in service ... that equals 5 million potentially important pieces of information flowing in at any given moment.

That's impressive!

For the military, it's not just what the information means to the individual Humvee. What's even more significant is what the aggregate data says about the entire fleet of Humvees. Such information could forecast failure modes and potential subcomponent lifecycles ... thus identifying the need for predictive maintenance. This can also reduce the costs associated with retrograde, reset, and recapitalization based on accurate asset health status.

In addition, we need to think differently about the possible tactical use of this logistics data or information. The ability to predict individual asset performance for a given mission profile will assist the combatant commander's deployment decision making process.

Of course, the Humvee isn't the only military asset equipped with embedded sensors. All of the helicopters in Iraq also have a health monitoring system aboard.

And in future platforms, sophisticated diagnostics will be embedded in the systems. New systems must be designed and existing systems must be upgraded with embedded diagnostics and onboard self-reporting logistics systems.

But, like anything else, this flood of real-time data introduces some new challenges. And one of those challenges is information overload.

It is critical to be able to minimize the transmission bandwidth required to transmit critical information on asset performance and readiness. It becomes a matter of transmitting information versus data and having the right tools to translate that information and data into knowledge.

There appears to be a data→ information→ knowledge→ wisdom spectrum that DoD and Industry, as a partnership, must navigate, appreciate, understand and then act upon in a proactive sense.

In other words, how do we convert this massive new volume of information into actionable knowledge leading to understanding — which is the science of prognostics... the ability to predict when and where failures will occur. And how we quickly distill it in such a way... that it enhanced decision making?

Making sense of what is extracted from that aggregate collection of available information is paramount. Fortunately, it is absolutely achievable.

Like so many of the other challenges faced by the defense industry, the answer lies in technology.

As General Carl Spaatz of the U.S. Air Force once said ...

“Science is the dictator, whether we like it or not … science runs ahead of both politics and military affairs … and science evolves new conditions to which institutions must be adapted.”

The advancement of technology is yet another reason why solid government-industry partnerships are absolutely imperative.

Again, we must join forces in order to devote the same effort and resources to precision Mission Support that historically has been devoted to weapons systems like Theater and National Missile Defense.

And we’re getting there.

While it’s true that our precision logistics capabilities have increased at an incredible rate — with many amazing achievements to our credit — there’s still much work to be done.

When it comes to technology, we should take advantage of what the commercial sector already is capable of, such as the ability to track critical parts in real time … wherever they are in the supply chain.

Add to that the sophisticated system health monitoring we need — the type that is capable of producing predictive diagnostics that tell us when critical components are about to fail. And it all comes together as the Total Asset Visibility I mentioned earlier.

As far as investment is concerned, there’s still work to be done there as well. Approximately 75 percent of the total cost of a system is in the sustainment phase. This means that life-cycle considerations must be built into system designs, and taken into account in the overall DoD investment policy. This will drive down this sustainment cost and free up monies to develop better warfare capabilities. The

customer must require and fund the inclusion of these improvements in the design phase.

All these efforts recognize sustainment as the big driver in Total Life Cycle Cost. Therefore, it needs to be brought to the same level of visibility within both DoD and Industry as performance is today.

Sustainment must be on a par with what has historically been an acquisition-only perspective of cost, schedule and performance.

Now let's look at industry. What can we do in the years ahead to guarantee the NoDoubt reliability of precision logistics?

- **For starters, industry must bring more commercial best practices into the equation. We need to learn and use what those in the commercial logistics industry have applied to make their customers more successful and profitable.**
- **We need to continue to develop sophisticated prognostic and monitoring capabilities and embed them in the systems we design**
- **We must develop the data management and assessment tools needed to translate the incoming field data into usable information that can be acted upon quickly... AND**
- **We must work to develop and maintain the Government- industry partnerships essential to this endeavor.**

This carries an inherent need for greater transparency and more trust in our partnerships on both sides of the fence.

The key word here is trust. Trust is a non-renewable resource that cannot be broken..... for it is almost impossible to regain.

And it is ... a most critical ingredient of successful government-industry partnerships.

In conclusion The United States' military manages the most complex logistical system in the world. And with the current trend in defense budgets, contracting that includes total ownership cost as well as reliability will become increasingly essential to economic efficiency and military effectiveness.

So it is our job — to design a business model that:

- 1. Fosters partnerships ...**
- 2. Develops contracting practices that ensure that the right technology is embedded in the systems and**
- 3. Maximizes performance based agreements between contractors and government**

This type of working relationship will ensure that the entire logistics chain is integrated and architected so the required Mission Support outcomes are achieved.

Perhaps one of the most important yet easily overlooked aspect in enhancing this partnership is the need for an educational logistics process common to both parties ...plus a common vision for the “loggie” of the future... be it government or industry. Simply, if you can’t speak the same “language” how can either party expect to communicate. I note this is the topic of Thursday’s session. Industry looks forward to those results.

In summary, we must create truly integrated government-industry teams with a singular objective — to support our military’s ever-increasing needs by delivering the finest hardware in the world to the finest fighting force in the world.

No alternatives.

No excuses.

No Doubt.

A final note to our Warfighters: I can certainly speak for industry in thanking them for not only their service, but the ability to manage the most complex logistical system in the world under circumstances that cannot be compared to anything else. We also recognize that it is the training and discipline of the service member who make this happen. Simply, it is the warfighter that compensates for all the deficiencies in the present logistics processes... Factory to Foxhole.

Hopefully, what this forum discusses in the next three days...this NDIA government-industry partnership...will make significant strides in eliminating those deficiencies...

Again, thanks for having me....